



Community & Protective Services Committee

**Thursday, January 17, 2019
4:00 PM**

Henry Baker Hall, Main Floor, City Hall



OFFICE OF THE CITY CLERK

**Public Agenda
Community & Protective Services Committee
Thursday, January 17, 2019**

Appointment of Chairperson and Vice-Chairperson**Approval of Public Agenda****Adoption of Minutes**

Community & Protective Services Committee - Public - Dec 12, 2018 3:00 PM

Administration Reports

CPS19-1 Recreation Master Plan

Recommendation

1. That the attached Recreation Master Plan be approved, authorizing the use of the document to guide recreation program and service delivery decisions.
2. That Administration be directed to provide an annual progress report regarding the implementation of the Recreation Master Plan.
3. That this report be forwarded to the January 28, 2019 meeting of Council for approval.

CPS19-2 Maple Leaf and Wascana Pools

Recommendation

1. That the Executive Director, City Planning & Community Development or designate be authorized to award and enter into a contract with the highest ranked proponent(s) from a public procurement process to engage consulting and professional services over \$750,000 to support the design of Maple Leaf and Wascana Pools.
2. That Administration, through the 2020 budget process, bring forward a financing plan for the construction of Maple Leaf and Wascana Pools.
3. That the City Clerk be authorized to execute the contract with the highest



OFFICE OF THE CITY CLERK

ranked proponent for consulting and professional services to support the design of Maple Leaf and Wascana pools, upon review and approval from the City Solicitor.

4. That this report be forwarded to the January 28, 2019 meeting of City Council for approval.

CPS19-3 Front Yard Parking - Amendment to the Regina Community Standards Bylaw

Recommendation

1. That an amendment to *The Regina Community Standards Bylaw* No. 2016-2 to establish an offence for parking on any area of the front yard that is not a driveway, as further detailed in this report be approved.
2. That a housekeeping amendment to *The Regina Community Standards Bylaw* No. 2016-2 respecting the definitions in clauses 3(d) and (g) to correct a drafting inconsistency be approved.
3. That the City Solicitor be directed to prepare the necessary bylaw amendment.
4. That this report be forwarded to the January 28, 2019 meeting of City Council for approval.

Adjournment

AT REGINA, SASKATCHEWAN, WEDNESDAY, DECEMBER 12, 2018

AT A MEETING OF COMMUNITY & PROTECTIVE SERVICES
COMMITTEE
HELD IN PUBLIC SESSION

AT 3:00 PM

These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.

Present: Councillor Jerry Flegel, in the Chair
Councillor Lori Bresciani
Councillor John Findura

Regrets: Councillor Andrew Stevens
Councillor Joel Murray

Also in Attendance: Council Officer, Tracy Brezinski
City Solicitor, Byron Werry
Executive Director, Citizen Services, Kim Onrait
Director, Community Services, Laurie Shalley
Manager, Parking Services, Faisal Kalim
Manager, Recreation Facility Dev & Partnerships, Janine Daradich

APPROVAL OF PUBLIC AGENDA

Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.

ADOPTION OF MINUTES

Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the minutes for the meeting held on October 9, 2018 be adopted, as circulated.

ADMINISTRATION REPORTS

CPS18-22 University of Regina Parking Ticket Administration & Revenue Agreement

Recommendation

1. That the Executive Director, City Services, be delegated the authority to negotiate and approve an up to one-year agreement with the University of Regina (University) for the administration, collection and prosecution of parking tickets issued at the University.
2. That the City Clerk be authorized to execute the agreement on behalf of the City after review by the City Solicitor.

3. That this report be forwarded to the December 17, 2018 meeting of City Council for approval.

Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in, after editing the Discussion section of the report, second paragraph, second line, by replacing the word “issued” with the word “paid”.

CPS18-23 Pathway Lighting

Recommendation

1. That this report be received and filed.
2. That item CM18-2 be removed from the list of outstanding items for the Community and Protective Services Committee.

Councillor Lori Bresciani moved, AND IT WAS RESOLVED:

1. That item CM18-2 be removed from the list of outstanding items for the Community and Protective Services Committee.
2. That this report be forwarded to the December 17, 2018 meeting of City Council for information.

CPS18-24 Review of Outstanding Items

Recommendation

That the updated List of Outstanding Items for Community and Protective Services be forwarded to Executive Committee for information.

Councillor John Findura moved, AND IT WAS RESOLVED, that the recommendation contained in the report be concurred in.

ADJOURNMENT

Councillor John Findura moved, AND IT WAS RESOLVED, that the meeting adjourn.

The meeting adjourned at 3:55 p.m.

Chairperson

Secretary

January 17, 2019

To: Members
Community & Protective Services Committee

Re: Recreation Master Plan

RECOMMENDATION

1. That the attached Recreation Master Plan be approved, authorizing the use of the document to guide recreation program and service delivery decisions.
2. That Administration be directed to provide an annual progress report regarding the implementation of the Recreation Master Plan.
3. That this report be forwarded to the January 28, 2019 meeting of Council for approval.

CONCLUSION

Administration has worked with consulting firm RC Strategies + PERC (RC Strategies) to prepare a Recreation Master Plan (RMP) to guide the City's work in the delivery of recreation programs and facilities (see Appendix A). The RMP aligns with *Design Regina: The Official Community Plan* (OCP) and supports the *Framework for Recreation in Canada: Pathways to Wellbeing* (National Recreation Framework). Alignment with these guiding documents enables the City to promote and further recreation goals on a national level as well as to implement the policy directions established in the OCP.

It is important to note that the RMP is a guiding document that will assist Administration with the delivery of recreation services; however, any recommendations requiring funding will need to be considered and approved by Council through the annual budget process.

BACKGROUND

The City's current RMP was completed in 2010 and was intended to provide direction for a ten-year period. While the City has been successful in implementing a number of recommendations through community partnerships, implementation of large capital recommendations remains a challenge due to funding pressures. At the same time, recreation facilities continue to age, with many requiring significant investment to remain sustainable and/or to meet contemporary program needs. Population growth and changing demographics have further contributed to a need to confirm the City's role in recreation programs and services and to establish priorities within the current financial reality.

In 2016, Administration secured the services of RC Strategies to develop a new RMP for Regina.

As the successful proponent, RC Strategies was directed to consider the following as part of the development of the plan:

- Delivery of recreation programs and facilities in other municipalities
- Alignment with the OCP and other related City policy documents
- Alignment with the National Recreation Framework and other national recreation policy
- Trends and gaps in recreation
- Service standards for outdoor recreation amenities
- Condition of existing facilities
- Capacity and usage of existing recreation facilities
- Associated facility costs
- Public opinion as it relates to recreation programs and facilities

RC Strategies then undertook a planning process that included the following phases:

- Phase I: Background Review
- Phase II: Public Engagement & Research
- Phase III: Draft Master Plan Development
- Phase IV: Internal & External Review
- Phase V: Final Master Plan & Implementation Strategy

At the conclusion of Phase II, a State of Recreation Report was prepared (Appendix B). This report provides information on the following:

- Inventory & Utilization of current spaces
- Facility Condition
- Community Input (via a household survey, interviews and meetings with stakeholders, the community group survey, a student survey and public events and open houses)
- Comparative Analysis (comparison to other cities)
- Trends & Issues
- Population & Demographics
- Review of Relevant City Plans (including the OCP, Cultural Master Plan, Transportation Master Plan and others)

Throughout the process, a community advisory committee comprised of service delivery partners was invited to provide feedback. This committee included Economic Development Regina, Homebuilders Association, Provincial Capital Commission, Regina Board of Education, Regina Catholic School Board, Regina Exhibition Association Limited, Regina Police Service, Regina Public Library, Saskatchewan Health Authority, Sask Polytechnic, University of Regina, White Butte Recreation Group and the YMCA.

The State of Recreation Report was reviewed with staff and the Community Advisory Committee. It then formed the basis for development of the Recreation Master Plan.

DISCUSSION

Although the OCP provides overarching policy direction and guidance regarding recreation service delivery, in order to achieve the City's vision, further articulation regarding the desired outcomes of public investment in recreation is necessary. A key component of the research was public engagement. This included a statistically valid telephone survey, an online survey, meetings with stakeholders and a community advisory group, and two public open houses. Results of the engagement included:

- 600 responses to the telephone survey (a statistically significant sample size)
- Over 1,300 responses to the online survey
- 55 personal interviews with user groups and stakeholders
- 615 survey responses from youth in 32 schools
- 185 responses from user groups

One of the foundations of the RMP is that as a core public service, recreation activity creates benefits that all residents cannot escape, whether they use the services directly or not. When consulting with the residents through the development of the Plan, 91 per cent of households in Regina agreed that recreation programs and services are important to their quality of life. Furthermore, 97 per cent of residents agreed that the community as a whole benefits from the recreation programs and services in Regina, whether or not they benefit directly. Through engagement with the community, Administration was also able to confirm the public's support of other foundational pieces of the plan such as the vision, outcomes and principles.

Through initial research and analysis of current facility condition assessments RC Strategies was also able to determine that City (bricks and mortar) recreation facilities were an average age of 40 years with outdoor pools being the oldest facilities at an average age of 64 years. The consultants determined that, in order to sustain the current recreation infrastructure inventory into the future, an investment of approximately \$350 million to repair and replace infrastructure to current standards would be required. Through public engagement, residents expressed a low willingness to pay to invest in recreation infrastructure, which means that difficult decisions regarding the levels of service for some recreation assets may be required.

Once the State of Recreation Report was complete, the foundations of the RMP were confirmed with stakeholders and the community. The foundations of the plan included the vision, outcomes and base level of service which align with the National Recreation Framework and OCP.

Vision

Four season sport and recreation opportunities improve quality of life and make Regina a more vibrant and attractive place to live, work and visit.

Outcomes

Outcomes relate to the wellbeing of all citizens:

1. All citizens have a basic level of physical literacy, fitness and wellbeing
2. All ages and abilities have basic skills in a variety of leisure pursuits
3. Advanced level skill development is available for some pursuits through partnerships, opportunities exist to compete and excel in leisure pursuits
4. Social opportunities and environments support a sense of inclusion, self-confidence and self-worth

Outcomes related to enhancing community health and wellness:

5. Citizens are proud of their community, its facilities and spaces, the events and opportunities it offers and its level of volunteerism
6. Recreation opportunities are accessible and welcoming; connecting and including individuals and families as well as attracting and retaining residents
7. Feelings of isolation are minimized and feelings of inclusion prevail

Outcomes related to providing healthy indoor and outdoor environments:

8. Citizens have access to, appreciate and understand nature. Parks and open space provide a medium for residents and visitors to connect with nature
9. Indoor and outdoor facilities and spaces are aesthetically pleasing and sustainable. Facilities and spaces are highly functional, multipurpose and adaptable, accessible, well maintained, reinvested in and are planned and operated in an efficient, collaborative and effective manner.

Once these foundations were confirmed the base level of service statement below was developed.

“Every resident will have reasonable access to publicly supported opportunities.”

From there, a prioritization framework was defined considering alignment with the RMP foundations, public demand, user group and stakeholder demand, community accessibility, financial impact, alignment with expected trends and demographics, current provision, cost savings through partnerships and economic impact. Using this framework, the consultants were able to categorize recommendations for the future of recreation delivery into five areas.

1. Increase provision, both quantity and quality of indoor aquatics facilities, picnic sites, accessible playgrounds, dedicated athletic fields, cricket pitches and outdoor skateboard parks/pods.
2. Reduce quantity but enhance quality of indoor ice arenas, ball diamonds, outdoor tennis courts, outdoor basketball courts, outdoor pools and spray pads.
3. Consider partnership requests for the development of indoor fields, community gardens, bike parks (BMX, mountain bike), curling rinks, indoor climbing walls, indoor skateboard parks, gymnastics and indoor racquet sports.

4. Consider developing only when appropriate opportunities exist (ie. fitness/wellness spaces, indoor playgrounds and arts and culture program spaces).
5. For all other categories of amenities consider supporting (in some way) projects proposed by others only when it makes sense to do so.

RC Strategies and Administration understand that the demands for additional and new recreation infrastructure are increasing and at the same time there are limited resources and low willingness to pay by the community, based on input gathered through the planning process. It is for this reason that RC Strategies has focused on the following five priorities.

1. A replacement city-wide outdoor pool
2. Enhanced indoor pool capacity at the city-wide level (ie. Expansion of the Lawson Aquatic Centre)
3. Additional trail connections as outlined in the Council approved Transportation Master Plan
4. Enhanced quality of some dedicated athletic fields, ball diamonds and spray pads
5. When outdoor pools and arenas require significant investment, only invest in some

Currently these are the top priorities of the RMP, however Administration recognizes that factors such as trends or partnership opportunities may influence priorities over time. The prioritization tool developed by RC Strategies will allow Administration to address changes as they may arise.

Through the annual budget process, in alignment with the RMP, Administration will also continue to address renewal of recreation facilities such as playgrounds, athletic fields and pickleball/tennis courts.

RECOMMENDATION IMPLICATIONS

Financial Implications

The RMP considers both the capital and operating/maintenance costs associated with sustaining current infrastructure levels into the future. However, any of the priorities proposed by RC Strategies would require more in-depth detailed analysis and a business case that would be considered through the budget process.

It should also be noted that to meet the policy directions of the OCP and RMP new recreation amenities will need to continue to be constructed by developers through green field development. These facilities are then turned over to the City to maintain and require the addition of operating and maintenance funding, which is also considered through the budget process.

Environmental Implications

There are no environmental implications associated with this report.

Policy and/or Strategic Implications

The RMP provides further policy direction to City Council's vision for Regina. More specifically the implementation of the recommendations in the RMP support the OCP community priority to *develop complete neighbourhoods*. The RMP provides more detailed direction on policies in Section D7 - Parks, Recreation and Open Space as well as the direction from the Transportation Master Plan to promote active transportation for healthier communities.

Other Implications

There are no other implications associated with this report.

Accessibility Implications

Accessibility is one of the eight principles forming the foundation of the Recreation Master Plan. This principle states that *all residents in the city shall have equitable access (financially, physically and socially) to public recreation opportunities*.

Access to recreation was a consideration throughout the development of the RMP and forms part of the base level of service statement; "Every resident will have reasonable access to publicly supported recreation opportunities".

COMMUNICATIONS

As noted earlier, the communications plan for the development of the RMP included a statistically valid telephone survey, an online survey, meetings with stakeholders and a community advisory group and two public open houses were conducted.

Once the draft plan was complete, an online survey served as a check-in with the community on the foundations, categories of recommendations and short-term priorities, to determine if the community was supportive. Findings from that online survey were positive.

DELEGATED AUTHORITY

City Council approval is required for the recommendations contained within this report.

Respectfully submitted,¶  □	Respectfully submitted,¶  □
Laurie Shalley, Director¶ Parks, Recreation & Cultural Services□	Kim Onrait, Executive Director¶ Citizen Services□

¶
Report prepared by: Janine Daradich, Manager, Recreation Planning & Partnerships¶

Recreation Master Plan

City of Regina

January, 2019

Final







Recreation Master Plan

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. Recreation facilities and spaces enable residents and visitors to be healthier and more connected to each other and their communities.

The City of Regina is actively engaged in the provision of recreation opportunities throughout the city. City operated facilities are available for rent and use, City staff deliver programs and opportunities directly and partner with other organizations to support their delivery of opportunities. Parks and open spaces are available year-round to support recreation experiences.

This Recreation Master Plan provides guidance for the future of publicly supported recreation opportunities and services. It has been developed through meaningful and thorough engagement with key partners, stakeholders, and the general public, combined with diligent research and a realistic and accurate assessment of the current state of recreation in Regina.



Acknowledgments

The general public, as well as a number of community stakeholders and partners, were involved throughout the development of this Master Plan. Members of surrounding regional communities were also engaged. The City respects and values the efforts of everyone who participated in the process.


The consultants would like to thank residents of the City of Regina and surrounding municipalities for completing surveys and attending public meetings.

Thanks also to local community groups and organizations for providing input at in-person interviews and through questionnaires.

Thanks to members of the Community Advisory Committee for offering their time and opinions, on behalf of their respective organizations, participating in meetings and providing strategic input.

Thanks to City Council and Administration for providing necessary background information and offering strategic guidance throughout the process.

Thanks to the project team, including all City staff and administrators as well as the consulting team, for compiling, analyzing, and addressing issues and considerations related to recreation in the community both today and into the future.



Executive Summary

Regina is a vibrant and growing prairie city. Over many decades, the City has invested in its public recreation system, which has evolved, expanded, improved and matured into something quite special. The array of facilities is extensive. Service levels and satisfaction levels are both high. The challenges of the future will be about raising the bar and about how to maintain and fine tune existing services.

This Master Plan, the third one in three decades, is more about dealing with problems of success. It is about how to manage aging infrastructure, maintaining satisfaction levels, managing a broad and deep pool of partnerships and relationships, and the fine tuning that comes from maintaining service levels through demographic changes and growth. To that end, this Master Plan provides substantial guidance at two levels; strategic recommendations to point the direction and tactical advice to show at least one way of getting there. The strategic recommendations are highlighted in boxed text. They provide direction on how to improve upon the existing recreation assets and delivery system. The tactical guidance is provided in the body of the report, accompanying the strategic recommendations. But as conditions change over the next several years, other ways of achieving the recommendations may also become evident. Both levels of direction are tied together and summarized in an implementation section at the end. The entire Master Plan is community specific, responding to local unique aspirations, values and constraints. But it is also framed within the context of what is happening in other civic initiatives, provincial foundations and national policies; attempting to find the right balance between locally driven but supported provincially and nationally.

After a brief introduction, chapter two provides the local and national contextual framework in which the Master Plan is developed.

Vision

Four season sport and recreation opportunities improve quality of life and make Regina a more vibrant and attractive place to live, work, and visit.

Outcomes

Goal #1: Enhancing the Wellbeing of All Citizens

1. All citizens have a **basic level of physical literacy**, fitness, and wellbeing;
2. All ages and abilities have **basic skills** in a variety of leisure pursuits;
3. **Advanced level skill development is available for some pursuits**; through partnerships, opportunities exist to compete and excel in leisure pursuits; and
4. Social opportunities and environments support a **sense of inclusion, self-confidence and self-worth**.

Goal #2: Enhancing Community Health and Wellness

5. Citizens are **proud of their community**, its facilities and spaces, the events and opportunities it offers, and its level of volunteerism;
6. Recreation opportunities are **accessible and welcoming**; connecting and including individuals and families as well as attracting and retaining residents; and
7. Feelings of isolation are minimized and **feelings of inclusion prevail**.

Goal #3: Providing Healthy Indoor and Outdoor Environments

8. Citizens have access to, appreciate and understand nature; parks and open space provide a medium for residents and visitors to **connect with nature**; and
9. Indoor and outdoor facilities and spaces are **aesthetically pleasing and sustainable**; facilities and spaces are **highly functional and adaptable, accessible**, well maintained, reinvested in, and are planned and operated in an efficient, collaborative, and effective manner.

Executive Summary

Chapter three provides a summary of the information collected including input from the many forms of public engagement and data analyzed. The detail behind this chapter is provided in a separate document called the State of Recreation Research Report.

Chapter four then lays a solid foundation on which to plan. It includes a vision and nine outcomes that are meant to drive decision making and assess progress over the life of this ten-year planning horizon. It also includes eight values that act as a lens through which all decisions must pass.

Chapter five begins the heart of the Master Plan, with recommendations about indoor and outdoor facilities and spaces. It provides direction on how to approach capital investment decisions with a significant focus on reinvestment in existing assets. It also provides some specific guidance on how to make decisions in the most balanced way possible and prioritizing competing needs. There will be trade-offs and difficult decisions, but the plan calls for raising the bar, focusing on the future and not the past, and also obtaining the greatest year round benefit in return for limited available public investment resources.

The Master Plan also provides a great deal of guidance on how to deliver services both within City operated spaces and in partnership with other agencies that operate facilities and sites. It deals with such issues as collaborative effort, use of volunteers and how to ensure inclusion and access for all.

Specifically, the Master Plan includes strategic directions for improving services and rendering them more sustainable. To support these directions there are specific recommendations. It is interesting to note that in those strategic recommendations, the ones that are most productive in delivering the nine outcomes above don't have any capital investment requirement attached to them. It is also interesting to note that the outcome which would be most advanced by implementing the strategic recommendations would be the ninth one: more aesthetically pleasing, functional and sustainable indoor and outdoor recreation amenities.

As it relates to recreation infrastructure, key overarching takeaways from the indoor and outdoor amenity action plan outlined herein include:

1. **Increase provision, both quantity and quality, of indoor aquatics facilities, off leash dog parks, picnic sites, accessible playgrounds, dedicated athletic fields, cricket pitches, and outdoor skate parks/pods.**

2. **Reduce quantity but enhance quality of indoor ice arenas, ball diamonds, outdoor racquet court areas, outdoor basketball court spaces, outdoor pools, and spray pads.**
3. **Consider partnering but do not initiate the development of indoor fields, community gardens, bmx/bike parks, curling rinks, indoor climbing walls, indoor skate parks, gymnastics spaces, and indoor tennis facilities.**
4. **Consider developing indoor fitness/wellness facilities, indoor playgrounds, and arts and culture program spaces when appropriate opportunities exist to complement other indoor amenities (developing new or repurposing of existing recreation amenities).**
5. **For all other categories of amenities, consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein.**

While the plan identifies many competing needs, the most important indoor recreation need and priority in the short term is enhancement of indoor pool capacity at the City-wide level (i.e. expansion of Lawson Pool). There are several short term outdoor recreation amenity actions outlined including:

- A replacement City-wide outdoor pool in Wascana Park;
- Additional multi-use pathway connections as outlined in the already approved Transportation Master Plan;
- Additional off leash dog areas so that one exists in each zone; and
- Enhanced quality of some athletic fields, ball diamonds, and spray pads.

All of the tactical actions outlined in this Master Plan will be supplemented and complemented by strategic recommendations related to better animating recreation spaces, working more collaboratively with regional municipalities, groups, and existing and new partners, and by generating funds to support recreation services from a combination of new and traditional methods.

The table is set for the City to build upon its success and further optimize the use of scarce public resources in providing four season sport and recreation opportunities to improve quality of life and make Regina a more vibrant and attractive place to live, work, and visit.

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SECTION 1

Introduction and Methodology

SECTION 1

Introduction and Methodology

This Recreation Master Plan is intended to provide strategic guidance to City Administration and Council related to public investment in recreation opportunities for the next ten to twenty years. The scope of the Master Plan includes recreation facilities (indoor and outdoor) in addition to programs and services offered directly to residents and visitors as well as to partners and other groups who offer recreational opportunities in the community.

The City acts as a major regional service centre and is also growing. With this responsibility and growth comes pressure on existing facilities and opportunities as well as demands for new things. Changing demographics and external influences such as regional, provincial and national planning initiatives also impact the future of recreation service delivery. The Master Plan addresses:

- Service standards for recreation facility provision;
- Pressures from a growing community;
- Changing demographics/interests;
- Perceived lack of service for some facility types; and
- Aging infrastructure.

It addresses these considerations within a financial environment that requires tough investment decisions between competing interests.

COMMUNITY ADVISORY COMMITTEE

1. Economic Development Regina
2. Homebuilders Association
3. Provincial Capital Commission
4. Regina Board of Education
5. Regina Catholic School Board
6. Regina Exhibition Associated Limited
7. Regina Police Service
8. Regina Public Library
9. Saskatchewan Health Authority Health Region
10. Saskatchewan Polytechnic
11. University of Regina
12. White Butte Regional Recreation Group
13. YMCA

Work Plan Outline

The Recreation Master Plan was developed over the course of 12+ months and entailed a number of data collection, analysis, and review steps. The following graphic explains:

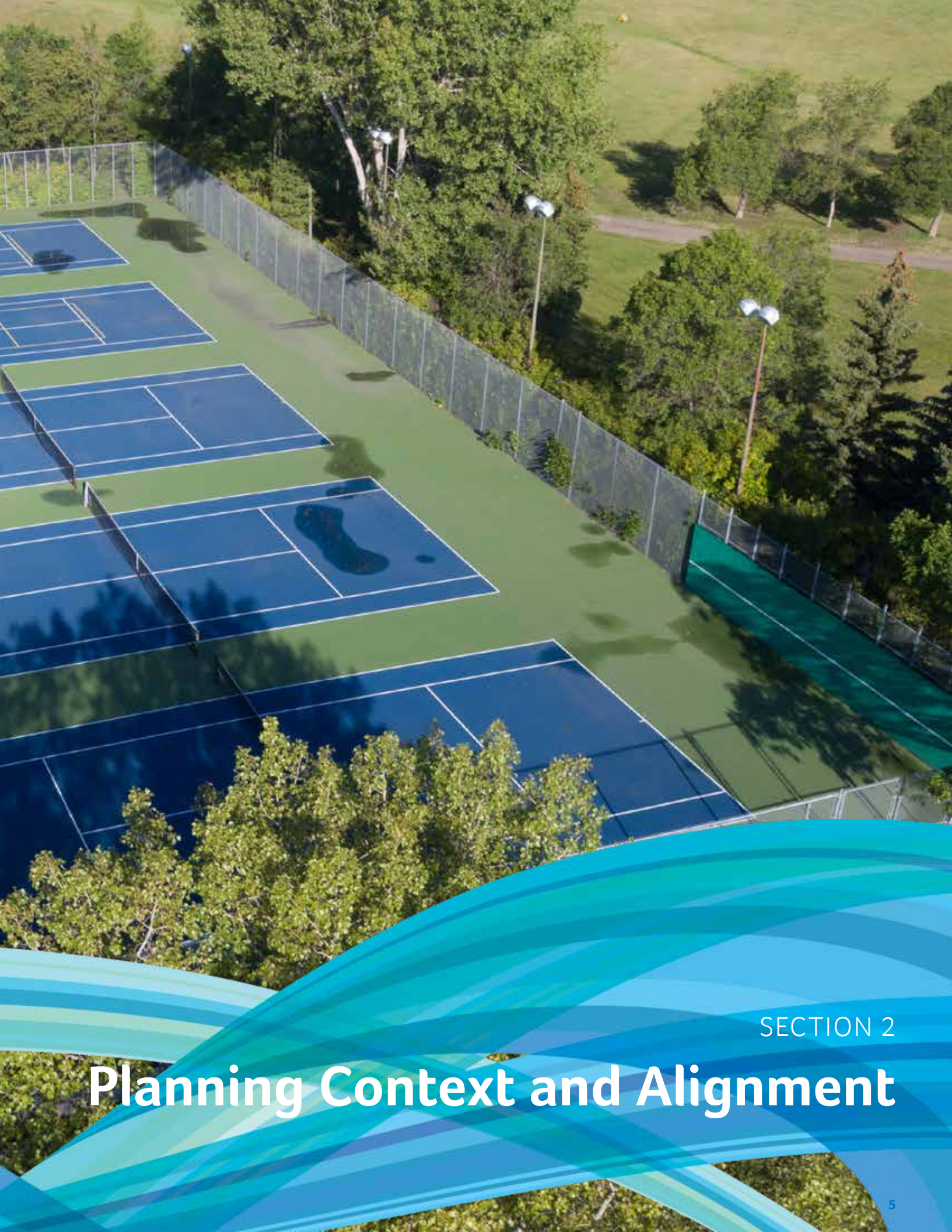


Throughout the process City Council and Administration were engaged to provide input and strategic guidance. A Community Advisory Committee, comprised of representatives from key partner organizations in the City, was also engaged throughout the process to provide insight and a broader community perspective.



An aerial photograph of a tennis court with blue playing surfaces and green surrounds. The court is enclosed by a chain-link fence. To the left of the court is a dense line of green trees. Several tall, thin light poles with white spherical fixtures are positioned along the tree line. The bottom of the image features a decorative graphic of overlapping, wavy blue and teal shapes.

So, before we talk about the future, what is the context within which we will be planning?



SECTION 2

Planning Context and Alignment

SECTION 2

Planning Context and Alignment

The City's Strategic Framework

The range and scope of services and physical infrastructure provided by the City requires that planning initiatives be undertaken in many business areas and over several time horizons. There are a number of major planning efforts that contribute to the City's ability to effectively respond to its responsibilities as a municipal government. The City has established a Strategic Framework that allows it to integrate long-term thinking and vision with achievable, planned change and the ongoing delivery of services to residents. The Strategic Framework is depicted below, starting with the Community Vision, which is more clearly articulated through the Community Priorities and Official Community Master Plan, continuing through long-term policy and planning initiatives to short-term action-oriented plans and ultimately to implementation. Financial analysis is completed in each component of the Framework.

This Framework is iterative. Performance monitoring and reporting at each stage of the Framework helps inform and improve planning throughout the Strategic Framework as a whole. Monitoring and reporting organizational performance are key inputs to decision making and when shared outside the organization can help ensure public accountability. Effective monitoring and routine reporting at different levels of the organization also provides an opportunity to remain agile and make informed choices to advance outcomes. It is through deliberate alignment at every stage that the City can continue moving towards the desired future state.

Community Vision

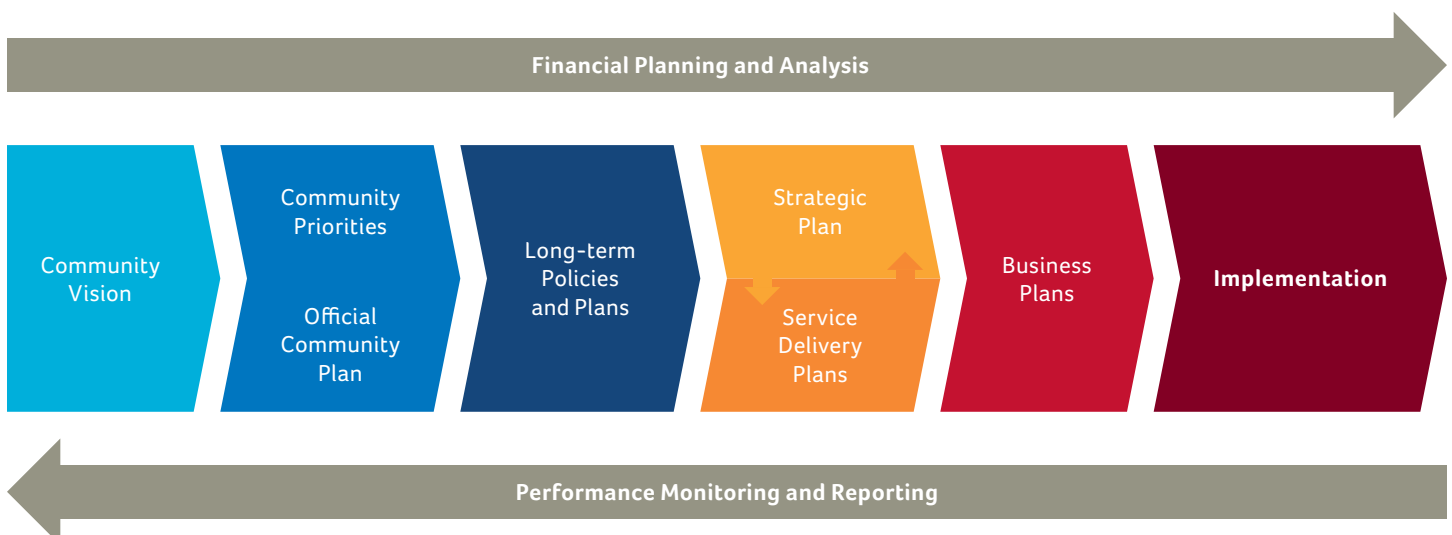
To be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

Community Priorities and The Official Community Master Plan

The Community Priorities expand on the City's Vision and articulate what the City and community wish to achieve together. Approved in 2014, the Official Community Master Plan (OCP) directs the City's land use and provides broad social, economic, environmental, cultural and other important policy goals to achieve the Community Priorities over a 25-year period as Regina grows to 300,000 people. The OCP is the City's highest order plan and serves as the basis for plan and policy update and creation.

Long-term Plans and Policies

The City's long-term planning and policy documents more clearly articulate how the goals within the OCP and the Community Priorities will be achieved. The time horizon for these plans are typically between 10-25 years. While the time horizons are similar to the OCP, the long-term plans and policies are more detailed and dive deeper into specific organizational needs.



Master Plan Alignment

It is important to note that this Recreation Master Plan builds upon past planning work completed for recreation in the City. The following list outlines other City planning initiatives that have influenced this planning process.

- Recreation Facility Plan 2010-2020
- The Open Space Management Strategy
- Cultural Plan
- Outdoor Pools Facility Report
- Neighbourhood Support Model
- Citizens Satisfaction Survey
- Transportation Master Plan

More specifically related to recreation and sport, the City's Official Community Master Plan (OCP) is founded on the following community priority; this is one of eight community priorities which form the basis of the OCP.

Embrace built heritage and invest in arts, culture, sport and recreation.

Enhance quality of life, community identity and pride by supporting heritage preservation, arts, culture and four-season sport and recreation activities which will foster community vibrancy and cohesiveness.

Although the above community priority speaks specifically to recreation, there are a number of other community priorities within the OCP that are pertinent to this Master Plan. They are listed as follows:

- Optimize regional cooperation
- Achieve long term financial viability
- Develop complete neighbourhoods

A clear priority in the City's OCP is for the **City to work with partners** in providing municipal services. Partners can include regional municipalities, as well as non-profit, institutional, and private sector organizations. The City already works with regional municipalities (to some degree) as well as non-profit and institutional partners in the provision of recreation services.

Recreation facilities and services are major expenses for the City. Long term viability of this investment in quality of life needs to consider user demands and trends, community benefit, balanced and equitable service provision, and sustainability; all within the context of limited financial resources. This Master Plan strives to optimize current and future public investment in recreation by right-sizing services and focusing investment where the most community benefit can be achieved.

Further to OCP influences, the following table outlines how other internal planning efforts influenced this Master Plan.

	Inform Planning Context	Provide Strategic Influence	Provide Tactical Direction
Initiative			
Recreation Facility Plan 2010 – 2020	✓	✓	✓
The Open Space Management Strategy	✓	✓	
Cultural Plan		✓	
Outdoor Pools Facility Report	✓		✓
Neighbourhood Support Model	✓	✓	✓
Citizens Satisfaction Survey	✓		
Transportation Master Plan		✓	

These initiatives are referenced throughout the Master Plan where pertinent.

Higher Level Plans

Beyond these City planning initiatives are a number of provincial and national planning influences that have been considered in this process. These include the following:

- Pathways to Wellbeing: A Framework for Recreation in Canada
- The Canadian Sport for Life movement
- The Government of Saskatchewan Ministry of Parks, Culture, and Sport Plan for 2015-2016
- Strategic planning of the Saskatchewan Parks and Recreation Association (Strategic plan and others)

A Framework for Recreation in Canada: Pathways to Wellbeing was developed by a variety of stakeholders within the national recreation community and ultimately was endorsed by the Provincial, Territorial, and Federal Ministers responsible for recreation in February of 2015. The Framework outlines a number of key goals, priorities, and considerations for all stakeholders involved in public recreation delivery. Ensuring alignment with national initiatives such as this creates strength in the delivery system and positions the City best in obtaining support and resources from other levels of government when available. It also enables the City to learn from and share best practices with the national recreation community to best serve residents. The Framework outlines five goals and a number of priorities for all recreation stakeholders to strive to achieve; most of which have direct pertinence to municipalities.



Goal 1: Active Living

Foster active living through physical recreation.



Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 3: Connecting People with Nature

Help people connect to nature through recreation.



Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and help to build strong, caring communities.



Goal 5: Building Recreation Capacity

Ensure the continued growth and sustainability of the recreation field.

The Canadian Sport Policy and Canada Sport for Life also offer key considerations in strategic planning for municipalities. The Policy identifies five broad objectives for sport participation in Canada:

1. Introduction to sport: Canadians have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized sport.
2. Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.
3. Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.
4. High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
5. Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

The Policy recognizes that each government will determine which of the goals and objectives to pursue, taking into account their relevance to jurisdictional mandate and priorities.

The Canada Sport for Life (CS4L) movement is a related but broader initiative that is based on the premise that children, youth and adults need to do the right things at the right time to develop in their sport or activity and in their individual physical development (to facilitate physical literacy) — whether they want to be hockey players, dancers, figure skaters or gymnasts. It is led by the Sport for Life Society, a federal not for profit society that incorporated in September 2014. The movement introduces two important concepts that influence how recreation and sport activity should be planned, promoted, organized, and delivered: Long-Term Athlete Development and Physical Literacy. The CS4L Long-Term Athlete Development (LTAD) describes the things athletes need to be doing at specific ages and stages. There are seven stages within the basic LTAD model:

Stage 1: Active Start (0 – 6 years)

Stage 2: FUNdamentals (girls 6 – 8, boys 6 – 9)

Stage 3: Learn to Train (girls 8 – 11, boys 9 – 12)

Stage 4: Train to Train (girls 11 – 15, boys 12 – 16)

Stage 5: Train to Compete (girls 15 – 21, boys 16 – 23)

Stage 6: Train to Win (girls 18+, boys 19+)

Stage 7: Active for Life (any age participant)



The LTAD model specifically outlines where municipalities can help to instill CS4L principles and ultimately lead to more well-rounded, physically literate citizens. These actions are listed as follows:

- Physical Literacy Program Development
- Municipal Planning and Sport Strategy Development
- Sport Councils
- Facility Planning
- Access and Allocation

On a provincial scale, the Saskatchewan Parks and Recreation Association (SPRA) provides programs and services to municipalities and other stakeholders that are meant to strengthen the delivery system and promote, develop and facilitate parks and recreation opportunities throughout the province. SPRA was intimately involved in the development, and now implementation, of **Pathways to Wellbeing** and is a key source of information and guidance for municipalities as they navigate the provision of recreation and parks.

SPRA has a number of tools and supports available for all municipalities throughout the province. These tools include, but are not limited to, research outlining local perspectives on the value of recreation and related preferences, promotional materials outlining the benefits of recreation, and capacity building supports (financial and non-financial). As the provincial advocacy body for recreation and as a key recreation stakeholder throughout Canada, alignment with SPRA strategic direction is valuable and warranted.

Although the City of Regina is primarily responsible for the provision of public recreation spaces and opportunities in the city, much can be gained from aligning with other external recreation initiatives and groups. While this Master Plan is unique to Regina, alignment is demonstrated throughout this Master Plan where applicable to show that **the City is part of a larger provincial and national network striving for similar goals and objectives and aiming to create healthier, more connected citizens and communities.**

The SPRA Vision

SPRA is the recognized leader for the wellbeing of people and communities through recreation. We envision a Saskatchewan in which all citizens have equitable access to recreation experiences that:

- *Contribute to mental and physical health and wellbeing;*
- *Result in well rounded, well-adjusted contributing members of their community; and*
- *Provide connection and attachment to their community and environment.*



Before laying a base on which to plan and then setting direction within it, let's start with an inventory and assessment process designed to figure out where we are now.



SECTION 3

The Current State of Recreation

SECTION 3

The Current State of Recreation

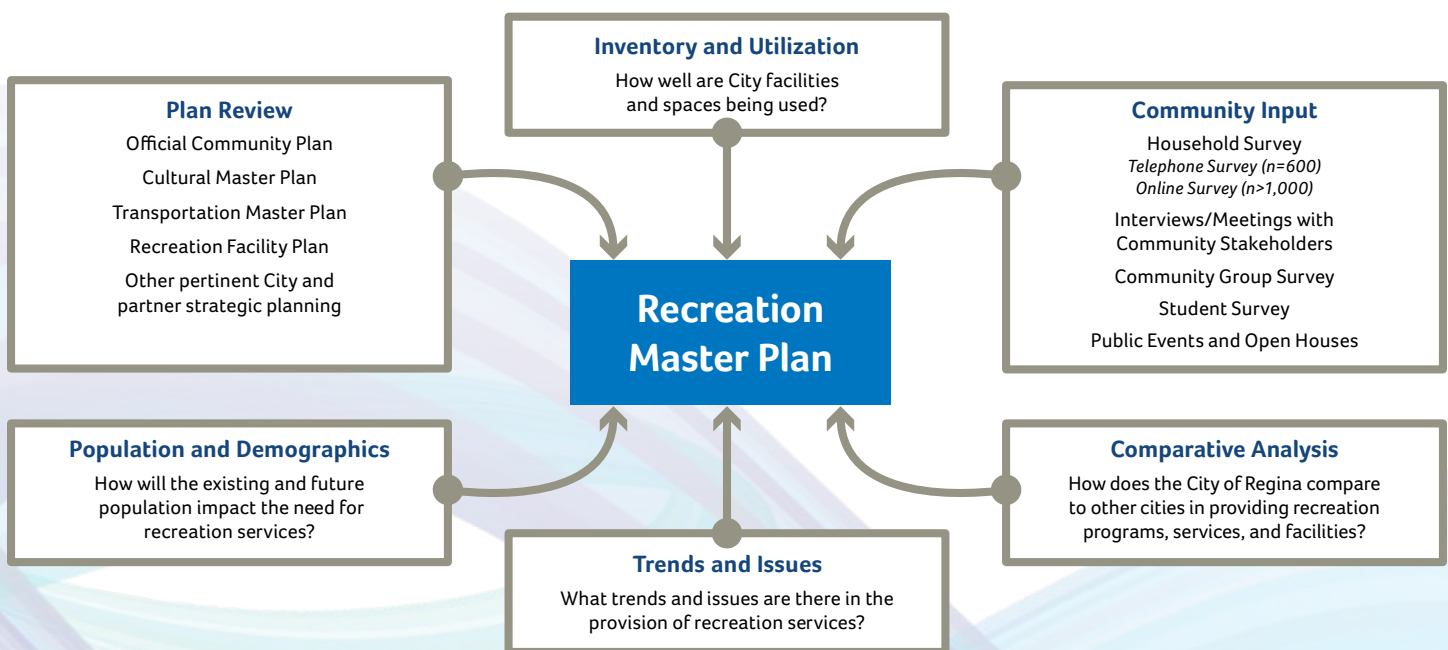
During the development of this Recreation Master Plan a variety of primary and secondary research was conducted to understand the current and expected future recreation context in the city Census Metropolitan Area. A review of existing facility and space inventories, trends, and how Regina compares to other municipalities was completed. As well, thorough and broad public and stakeholder engagement was facilitated to give residents a chance to provide insight into current service levels as well as to identify preference for the future of recreation in the city. The following section provides a summary of the research gathered; the State of Recreation Report (2018) can be found under separate cover.

Benefits of Recreation

- Recreation is essential to personal health and wellbeing.
- Recreation builds strong families and healthy communities.
- Green spaces are essential to environmental and ecological wellbeing.

Community Profile

- The city's population continues to grow. The 2016 census identifies a population of 215,106 residents which is an 11.4% increase from 2011.
- By 2031, it is possible that the City of Regina could be serving over 300,000 residents.
- The City is a regional hub serving a CMA population of 236,481.
- 8,020 new Canadians moved to Regina from 2006 – 2011.
- Nearly 10% of Regina's population identifies as Indigenous (2011).
- The City is split into 5 Recreation Zones and 27 Community Associations.
- Community Association populations range from 675 to 28,485.



Background Review

- The City's vision is: Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.
- The City has a number of planning documents already approved and being implemented that build support and justification for recreation services and are relevant when contemplating future recreation services.
- There are also provincial and national planning influences that need to be considered such as the A Framework for Recreation in Canada and the Canadian Sport for Life movement.
- The renewed definition of recreation: Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing (A Framework for Recreation in Canada).

Facility Inventory

- Regina's recreation spaces are aging as they have an average age of 37 years.
- The replacement value of the City's recreation facilities is over \$199 million; modernized replacement value is likely beyond \$377 million.
- The City invests over \$8 million annually to operate recreation facilities.
- The average age of the five outdoor swimming pools is 64 years.

Facility Utilization

- From 2013 to 2017, monthly/yearly leisure pass purchases have dropped by 21 percent, this trend is especially seen from young adults.
- Prime ice utilization at City-operated facilities is approximately 67 percent which suggests that these ice arenas are underutilized.
- The number of total indoor swims has remained relatively stable over the past seven years with an average of 577,333 swims from 2011 to 2017.
- There were over 95,000 visits (total) to the City's five outdoor pools in 2017, 33,179 of which were free drop-in visits.
- Excess demand exists for swim lessons (wait lists).

Program Review

- The City directly and indirectly delivers a variety of recreation programs. Unaffiliated recreation opportunities that are provided without any formal City support are also available to residents.
- Introductory and recreational sport, aquatic safety, and arts and culture programs are available for each age category via direct delivery.
- There are no directly delivered nature interpretation/outdoor education programs; however, there are programs related to nature interpretation provided by the Regina Floral Conservatory and the Provincial Capital Commission.

Partnership Review

- The City relies on partnerships to deliver recreation opportunities to residents.
- Partnership agreements in place include, but are not limited to, facility lease agreements, operating agreements and joint-use agreements.
- Some facilities are accessible through operating authority (e.g. Regina Soccer Association controls access to EventPlex turf).
- Limited formal process/policy in place to guide the selection and development of partnerships.
- Key partners include, but are not limited to: Community Associations, Regina Exhibition Association Ltd., Provincial Capital Commission, school boards, community groups, sport organizations, Government of Saskatchewan, SPRA.
- Some groups (e.g. YMCA, curling clubs, skateboard association) have expressed an interest in partnering with the City.

Trends

- Unstructured/spontaneous recreation activities are among the most popular activities (e.g. walking, bicycling, drop-in sports).
- Recreation is important to residents of Saskatchewan.
- ParticipACTION assigned a D-rating for “overall physical activity” of youth and children in Canada.
- Aging infrastructure is a concern Canada-wide. Compared to other municipal infrastructure types, Canada’s sport and recreation facilities are in the worst state.
- Partnerships with non-profit, private and public sector organizations are key to providing publicly accessible recreation opportunities.
- Volunteers are vital components of the recreation delivery system and volunteerism is changing ; for example levels of volunteerism are decreasing and volunteers are looking for shorter term engagements that provide professional development opportunities.

Leading Practices

- Partnership frameworks are used to guide the development and accountability of partnerships in a formalized process.
- In most cases, both financial and non-financial supports are provided by municipalities to neighbourhood community associations. Non-financial supports include assistance with strategic planning sessions and templates, promotions and marketing, volunteer recognition and recruitment, training opportunities, and networking opportunities.
- Regina provides proportionately more indoor ice sheets per capita than comparable cities and less indoor aquatics centres.

Consultation

- The most utilized recreation spaces among residents are spontaneous outdoor assets (walking/running trails and pathways, passive parks, City Square Plaza/Victoria Park, playgrounds).
- Lack of quality spaces and not being able to get access to spaces are the top challenges for community groups.
- Among youth, leisure pools and outdoor swimming pools were the top indoor and outdoor needs respectively.





Now that the research base is clear, can we lay a foundation on which to plan? That seems prudent before we set the direction for the future.

From here on, strategic direction is provided in numbered, boxed recommendations. Tactical guidance providing more detail on how to proceed with each direction is embedded before and after the boxed recommendations. Over time, there may be other ways of achieving the strategic directions than the ones described in the text. Nonetheless, the boxed recommendations will endure as high level priorities.



SECTION 4

Recreation Foundations

SECTION 4

Recreation Foundations

Recreation spaces and opportunities create value and provide numerous benefits to both individuals and the communities in which they live. The array of benefits that are derived from recreation in Regina include, but are not limited to, healthier residents, more connected communities, increased economic activity, reduced anti-social behaviours, and positive environmental impacts. These benefits are further articulated in the State of Recreation Report.

Public investment in recreation is necessary for many activities to be provided in the city. As a core public service, recreation is a social good; recreation activity creates benefits that all residents, whether they use the services directly or not, cannot escape. Ninety-one percent (91 percent) of households in Regina agree that recreation programs and service in Regina are important to their quality of life; 97 percent agree that the community as a whole benefits from the recreation programs and services in Regina whether or not they benefit directly.



Considering the City of Regina's demonstrated commitment to recreation, as evidenced by investment in infrastructure and programs, an extensive profile in strategic planning, and in aligning municipal interests with other pertinent initiatives and stakeholders (as discussed earlier), the following vision has been developed for the next 20+ years of publicly funded recreation opportunities.

Four season sport and recreation opportunities improve quality of life and make Regina a more vibrant and attractive place to live, work, and visit.

In order to achieve this vision, further articulation regarding desired outcomes of public investment in recreation is necessary. The following nine outcomes have been created to synthesize and interpret the intent of the City as it relates to the recreation delivery system. These outcomes are organized under three headings; citizen wellbeing, community health and wellness, and the health of indoor and outdoor environments.

*Outcomes related to enhancing the **wellbeing of all citizens.***

1. All citizens have **a basic level of physical literacy, fitness, and wellbeing;**
2. All ages and abilities have **basic skills** in a variety of leisure pursuits;
3. **Advanced level skill development is available for some pursuits;** through partnerships, opportunities exist to compete and excel in leisure pursuits; and
4. Social opportunities and environments support a **sense of inclusion, self-confidence and self-worth.**

*Outcomes related to enhancing **community health and wellness.***

5. Citizens are **proud of their community,** its facilities and spaces, the events and opportunities it offers, and its level of volunteerism;
6. Recreation opportunities are **accessible and welcoming;** connecting and including individuals and families as well as attracting and retaining residents; and
7. Feelings of isolation are minimized and **feelings of inclusion prevail.**

CITY OF REGINA VISION

Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

A Framework for Recreation in Canada

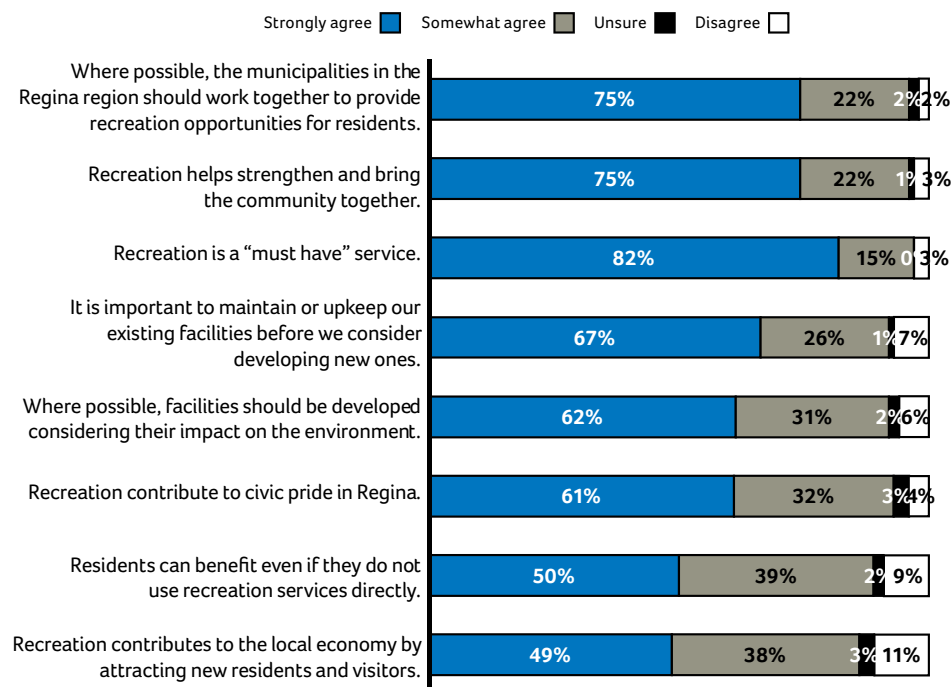
We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing;
- Community wellbeing; and
- The wellbeing of our natural and built environments.

*Outcomes related to providing **healthy indoor and outdoor environments.***

8. Citizens have access to, appreciate and understand nature; parks and open space provide a medium for residents and visitors to **connect with nature;** and
9. **Indoor and outdoor facilities and spaces are aesthetically pleasing and sustainable;** facilities and spaces are highly functional, multipurpose and adaptable, accessible, well maintained, reinvested in, and are planned and operated in an efficient, collaborative, and effective manner.

Development and Delivery of Recreation Programs, Services, and Facilities (telephone survey)



The following values for public recreation services, facilities, and spaces have been developed based upon information contained in the OCP, the 2010 Recreation Facility Plan, and other sources. These values provide further strategic guidance related to the provision of recreation facilities and spaces as well as the overall delivery of public recreation services. They act as a lens through which all significant decisions about the delivery of public recreation services must pass.

Essential: Public recreation is essential to the quality of life for residents and visitors alike. These valued public services facilitate healthier, more connected residents and communities.

Accessible: All residents in the City shall have equitable access (financially, physically, and socially) to public recreation opportunities.

Inclusive: Public recreation opportunities will be planned, located, developed and operated such that they are as inclusive, safe, and accessible as possible to all people, regardless of age, gender, ability, how they travel to the facility, their recreational preferences, skill level, special needs, ethnic or cultural background or financial resources.

Complementary: Public recreation facilities and opportunities are intended to complement rather than replace or compete with those which can be provided by the private and non-profit sectors. There will be no municipal involvement where community needs can be met consistently by other providers.

Aligned: Plans will be aligned with the Official Community Plan (OCP) and with other corporate and community initiatives.

Clustered: Where appropriate, public recreation opportunities, facilities, and spaces will be grouped with other sport, culture and recreation opportunities to achieve economic efficiencies, expand use, and maximize the provision of sport, culture and recreation opportunities at centralized locations.

Co-located: Where possible, public recreation opportunities, facilities, and spaces will be co-located with other public infrastructure that include elements of community life, such as schools, libraries and health services. Integration includes collaborative planning, design, and delivery of services.

Flexible, Multi-use, Multi-season, Multi-generational and Innovative Design: Public recreation facilities and spaces will be able to accommodate diverse and changing needs and interests to create synergies in skill and interest development. Where appropriate recreation facilities and spaces will be designed for year-round use recognizing Regina as a winter city.

A Framework for Recreation in Canada

Values:

- Public good
- Inclusion and equity
- Sustainability
- Lifelong Participation

Principles:

- Outcome driven
- Quality and Relevance
- Evidence-Based
- Partnerships and Collaboration
- Innovation



Public recreation facilities and spaces that provide opportunities for all generations will be preferred over facilities and spaces that serve a targeted generation; as such, spaces within multi-use facilities may be established to target the needs of a particular generation or other segment of the population.

Leading practices in recreation facility and space design (focusing on environmental sustainability, physical activity, safety; and other aspects) will be considered as part of the planning and design processes.

This vision and set of outcomes aligns this Recreation Master Plan with the OCP, A Framework for Recreation in Canada, the Canada Sport for Life movement, the Government of Saskatchewan, and the Saskatchewan Parks and Recreation Association.



Recommendation #1: Adopt the vision, outcomes, and values herein to guide future planning and the provision of recreation services in Regina.

Alignment with A Framework for Recreation in Canada and the Official Community Plan



Active
Living



Inclusion
and Access



Connecting People
with Nature



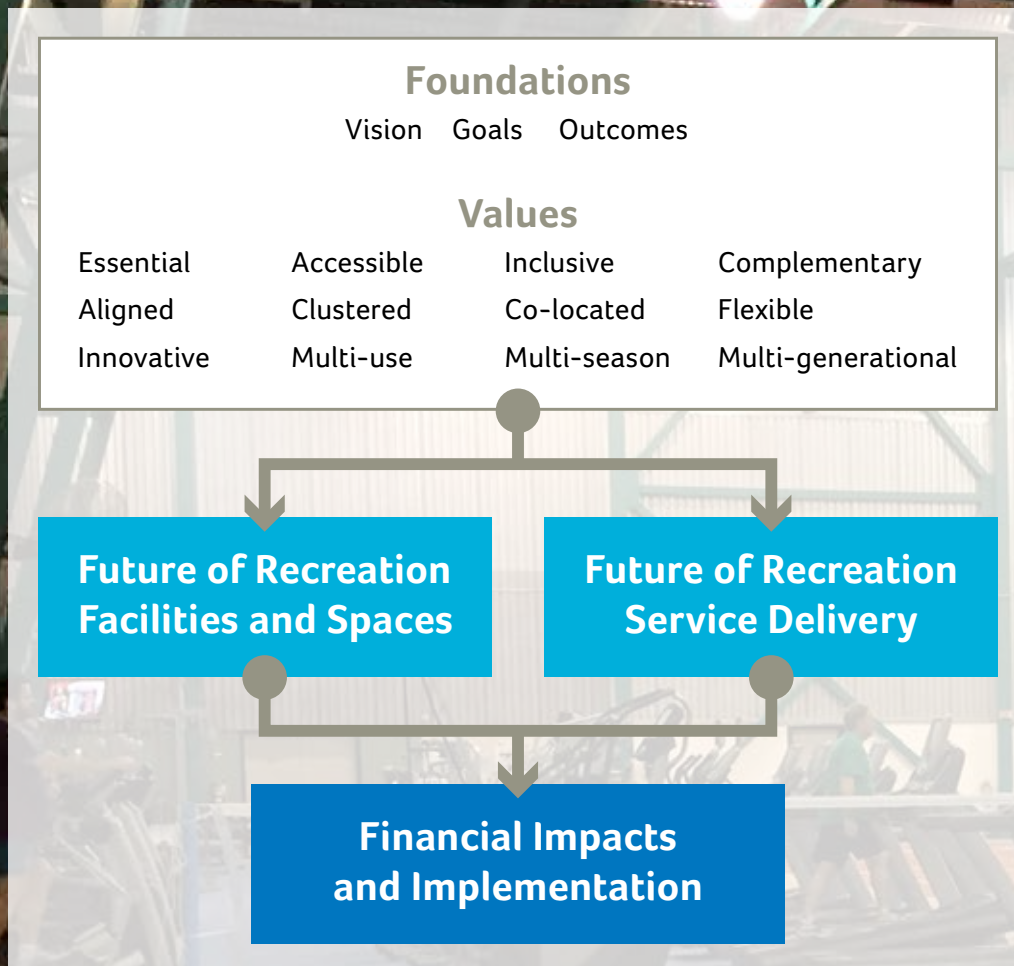
Supportive
Environments



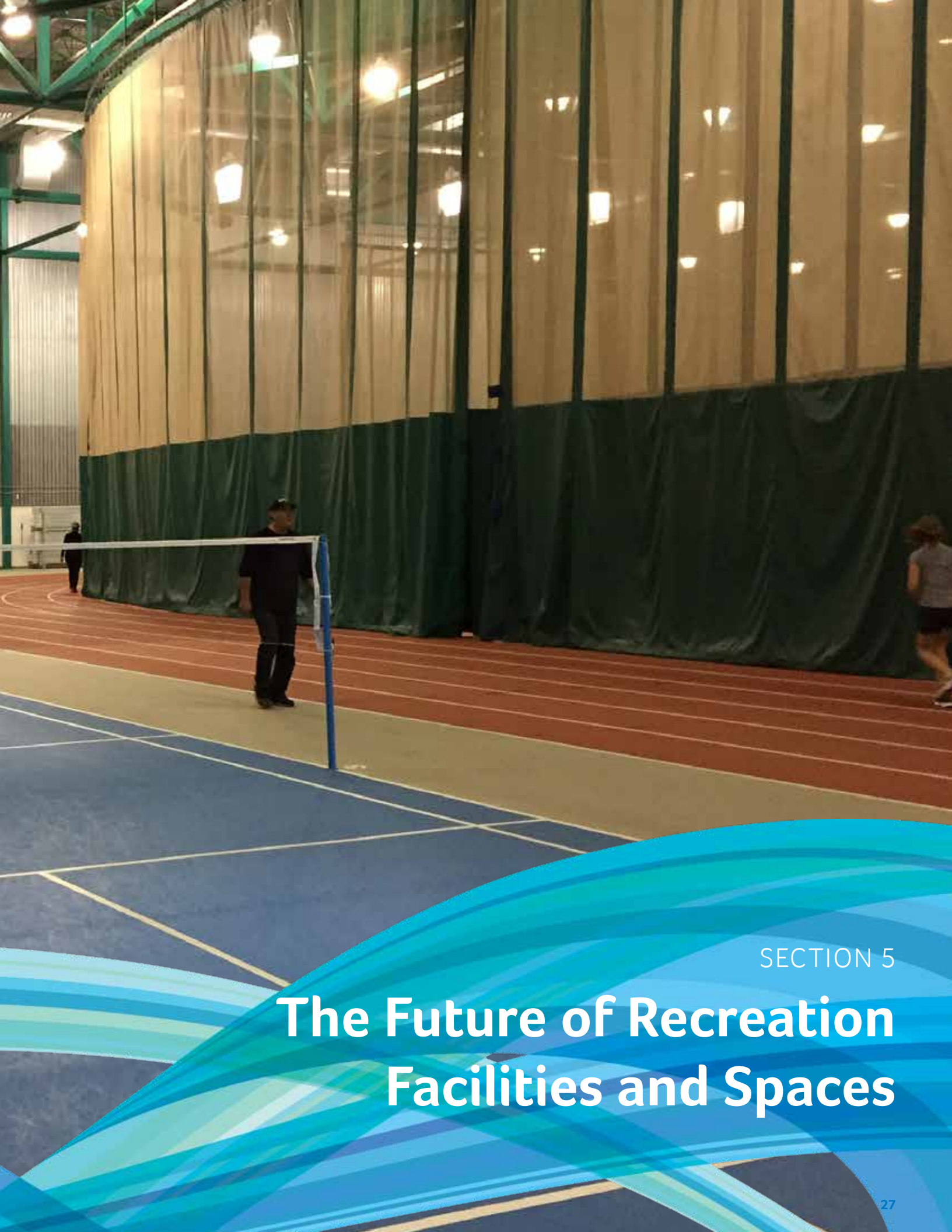
Building Recreation
Capacity



Official Community
Plan



Now that this foundation for providing public recreation has been laid, let's start setting direction for the future. Subsequent sections of this Master Plan are intended to help the City, its partners, and other recreation stakeholders achieve an enhanced state of recreation benefit throughout the City. This can be done through strategic direction related to public recreation infrastructure as well as more tactical level recommendations which are more specific in nature and demonstrate how to move in the desired directions. These include internal protocols, procedures, and policies of the City related to recreation.



SECTION 5

The Future of Recreation Facilities and Spaces

SECTION 5: THE FUTURE OF RECREATION

Facilities and Spaces

The City of Regina owns hundreds of recreation facilities and spaces, many of which are operated directly by City staff. These include indoor recreation amenities such as arenas and pools and outdoor amenities like athletic fields and playgrounds. The types of facilities and spaces (and the amenities within them) currently offered by the City is a product of both historical tradition and user/resident demand.

Many of the current major indoor recreation facilities and spaces were built when the City was different; it was smaller in population size and less diverse.

With an average age of some facility categories ranging beyond 60 years, City Administration and partners are challenged with operating existing infrastructure to meet modern user needs while optimizing efficiency and implementing leading practices. As is the case with any asset, lifecycle investment in repairs and maintenance is required. The issue of investing in existing recreation infrastructure to simply sustain service levels is not unique to Regina but nonetheless will need to be a major focus moving into the future. With significant growth and increased diversity expected in Regina, the provision of new spaces to meet overall community needs must also be balanced.

- The City has three indoor pools, 15 ice arenas (not all available to the public full time), 12 community centres (including 2 seniors centres), 1 community arts centre, and 1 field house.
- The City also has 5 outdoor pools, 15 spray pads, 163 bookable ball diamonds and 60 dedicated sport fields.
- Regina's recreation spaces and support facilities are aging and indoor recreation facilities have an average age of 37 years.
- The replacement value of the City's recreation facilities is over \$199M, although the practical replacement value with modern facilities would be much higher (in excess of \$377.5M); the City invests more than \$8 million annually to operate recreation facilities.
- The average age of the outdoor swimming pools is 64 years (of the five outdoor pools, useful life expectancy ranges from 1 – 5 years); arenas 43 years; community centres 34 years, and indoor pools 34 years.

** Note that the typical expected lifespan of a public recreation facility is between 40 – 50 years.*

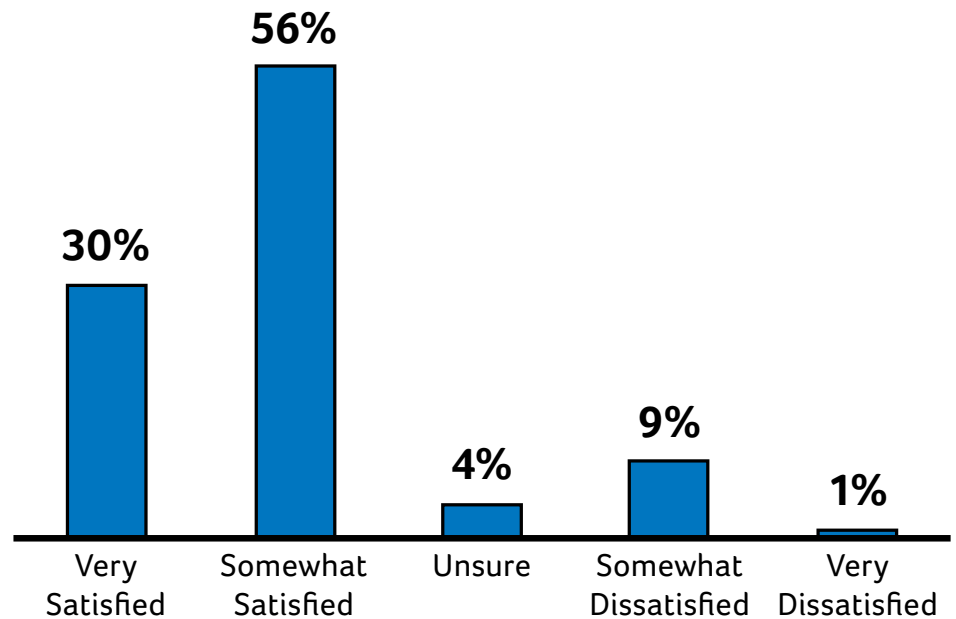
A **recreation facility or space** is a publicly accessible venue for recreation activity to occur; a recreation facility or space can include any combination of recreation amenities. Examples of recreation facilities or spaces are the Sandra Schmirler Leisure Centre, Sportplex, and Douglas Park.

A **recreation amenity** is a specific component within a recreation facility or space. Athletic fields, swimming pools, and ice arenas are examples of recreation amenities.

Although many recreation facilities and spaces in the city are aging and in some cases lack contemporary features, the level of household and stakeholder group satisfaction with facilities is high.

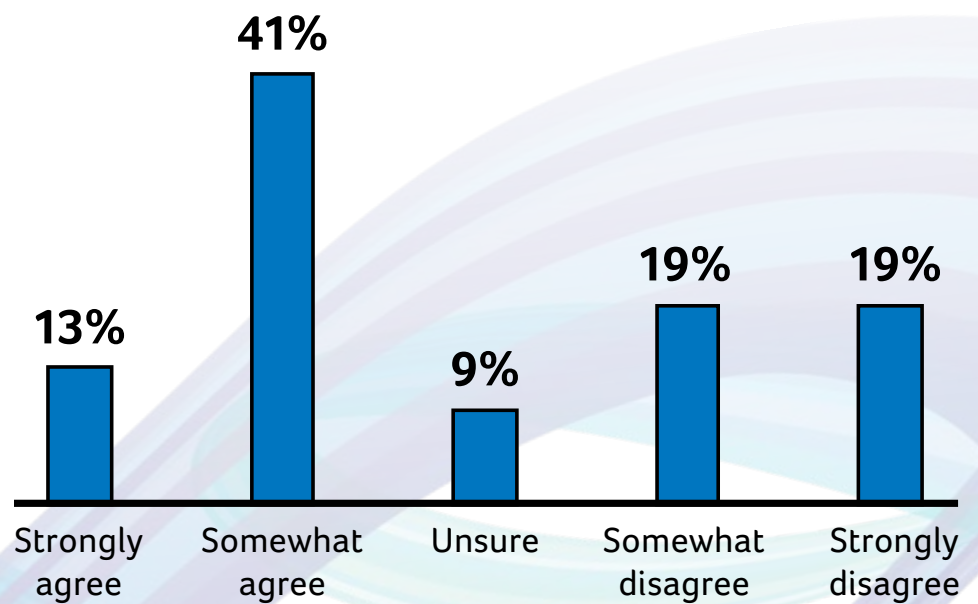
Satisfaction with Recreation Programs and Services

Household satisfaction with recreation.



"The current recreation facilities and spaces in Regina meet the needs of our organization."

Stakeholder group satisfaction with recreation facilities and spaces.

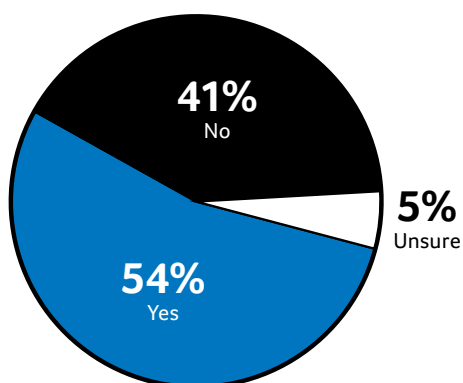


When considering the future of recreation services in a municipality, it is important to understand perspectives of both organized user groups as well as households. Both inputs represent community interest; sometimes the loudest “voices” do not represent the majority of residents.

There is a demand for new recreation facilities and spaces but that is coupled with correspondingly low willingness to pay (taxes and/or user fees) to support additional development.

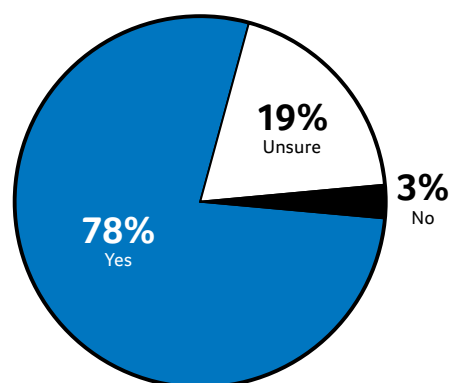
Need for New/Upgraded Recreation Facilities

Household demand for new/upgraded recreation facilities.



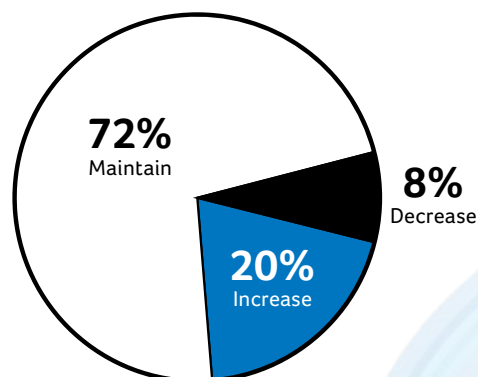
Need for New/Enhanced Recreation Facilities

Stakeholder group demand for new or enhanced recreation facilities.



Increase Maintain, or Decrease Level of Tax Support

Household preference for future tax support of recreation services.



A Framework for Recreation in Canada

Priority 4.3:

Enable communities to renew recreational infrastructure as required and to meet the need for green spaces by:

- *Securing dedicated government funding at all levels, as well as partnerships with the private and not-for-profit sectors for the necessary development, renewal and rehabilitation of facilities and outdoor spaces;*
- *Developing assessment tools and evidence-based guidelines for investing and reinvesting in aging recreation infrastructure; and*
- *Developing and adopting innovative renewal strategies that will endure over time, use less energy and provide affordable access for all.*

A Base Level of Service for Recreation

Aging infrastructure requires investment to simply sustain existing service levels. This is coupled with a growing and increasingly diverse community with demands for additional and new recreation infrastructure. However, there are limited resources and low community willingness to pay to invest in more recreation infrastructure. The task is daunting and will require tough decisions based on sound logic. Decisions regarding infrastructure must first consider a defined base level of service.

Defining a base level of service for resident access to recreation is complex. Recreation preferences are dynamic, diverse, and subjective; matching a base level of service to exact resident amenity preference is impossible. Instead, the City's focus has to be on providing reasonable access to recreation facilities and spaces (regardless of the specific amenities within them), balancing user expectations, social good and appropriate activity levels.

It is not possible for the City to provide exactly the same recreation service in each of its neighbourhoods or communities. It is more realistic for the City to provide equitable resident access (financial, geographic and physical) to recreation opportunities. Equitable access does not mean equal access; provision of recreation amenities in certain areas of the city or for certain demographics may entail different operating parameters. For example, the City currently offers free access to outdoor swimming pools in some areas of the city while other outdoor pools require user fees. The following base level of service statement explains the City's intent for providing equitable access to recreation opportunities for all residents. It recognizes that the various recreation facilities and spaces throughout the city are part of a system of services offered to residents with no one facility being offered independently from the other.

It also assumes that recreation facilities or spaces (leisure centre, community centre, neighbourhood park, etc.) could include a combination of recreation amenities (athletic fields, ice arenas, aquatics facilities, etc.).

BASE LEVEL OF SERVICE STATEMENT

Every resident will have reasonable access to publicly supported recreation opportunities.

At the most basic level, the target of providing a park (which in almost all cases includes a specific recreation amenity) approximately 800m from most residences (85% within a defined area) further defines what is meant by “reasonable access” from a geographic perspective. Differing expectations for user fees also influence what is considered reasonable access. Physical accessibility to recreation facilities and spaces is considered to be a fundamental “given” for all new recreation spaces.

This base level of service relates to resident access to a recreation opportunity. It does not pertain to a specific interest or amenity type such as swimming pools or ice arenas. Base level of service for recreation amenities are explained through the identification of provision targets which are outlined in the “Amenity Strategies” section of the Master Plan.

A Framework for Recreation in Canada

Priority 2.1:

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

Priority 2.2:

Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.

Recommendation #2: Incorporate the base level of service statement when contemplating future recreation provision.

Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



Building Recreation Capacity



Official Community Plan

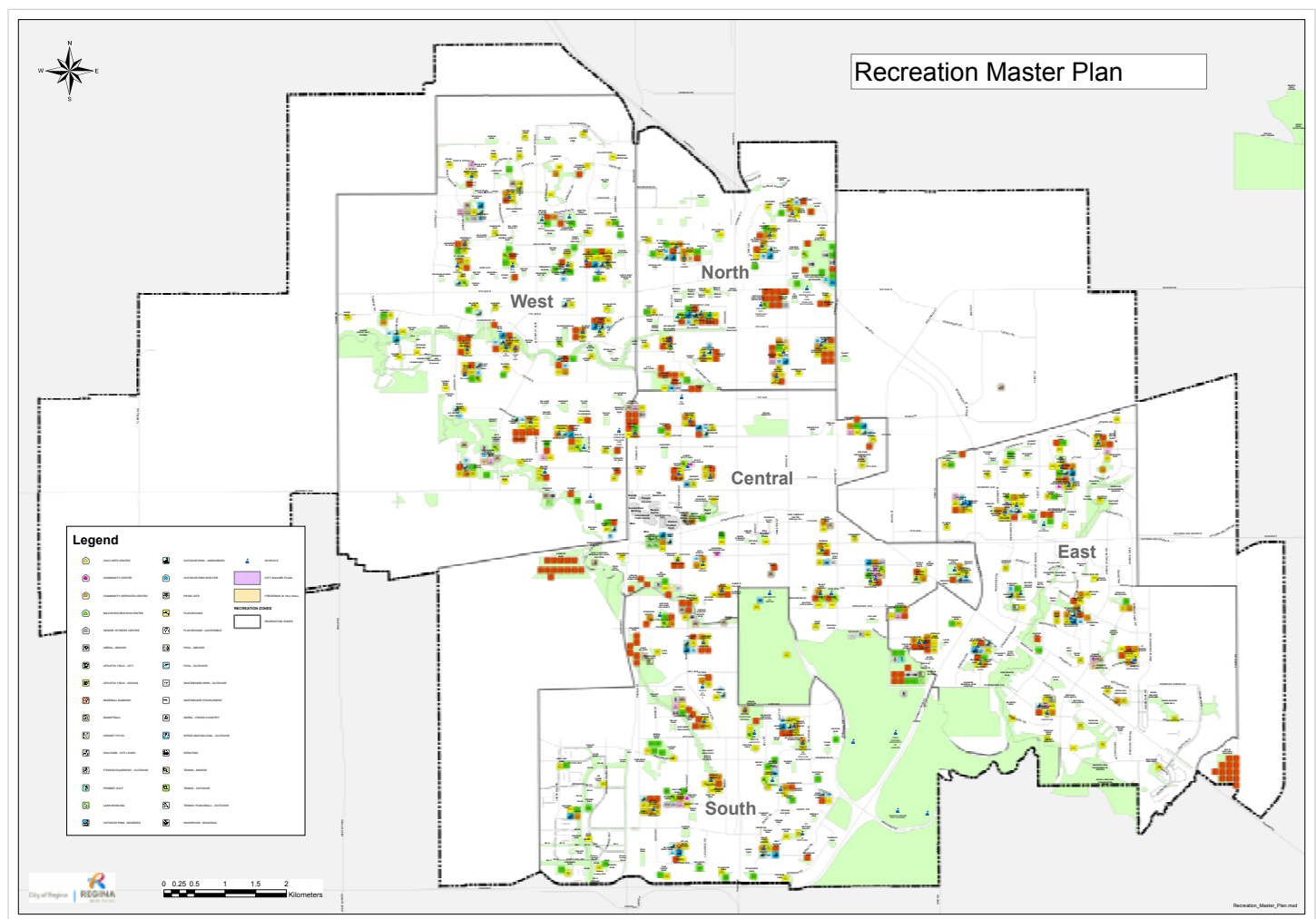
Infrastructure Inventory and Management

Now that a base level has been established, the City must manage its existing and future infrastructure inventory to meet the intended base level and achieve the outcomes outlined in the foundation for recreation. Managing infrastructure includes looking after what we have as well as planning for new or enhanced levels of service.

Every recreation facility or space under the control or influence of the City is part of a system of publicly supported recreation opportunity provision. In order to ensure that the entire system is planned, designed, and maintained to meet the intentions of the City, as outlined in the vision and outcomes in previous sections, some existing facilities and spaces will need to be reinvested in, decommissioned, or repurposed. As the city grows and demands and preferences change, new facilities and spaces will also have to be introduced. The following section outlines considerations for the future provision of recreation facilities and spaces.

Current Inventory and Classification

There are a number of City owned recreation facilities and spaces throughout Regina. The City owns and operates 64+ indoor recreation assets with an average age of almost 37 years and replacement value (modernized) of over \$377M.¹



¹ Modern replacement value

Amenity Type	Number of Facilities	Average Age (in 2017)	Replacement Value (as is)	Modern Replacement Value	Annual Expenses
Aquatic Centres	3	34	\$45,210,592	\$100M+	\$2,580,782
Ice Arenas	8	43	\$56,348,704	\$120M+	\$2,246,506
Fieldhouses	1	30	\$22,964,690	\$30M+	\$728,631
Arts Centres	1	35	\$4,408,155	\$15M+	\$217,300
Community Centres	12	34	\$47,042,402	\$60M+	\$1,902,011
Spray Pads	15	22	\$3,042,342	\$7.5M+	\$60,820.66
Outdoor Pools	5	64	\$11,048,611	\$35M+	\$881,247
Support Spaces	19	37	\$9,319,688	\$10M+	\$134,501
Total	64	37	\$199,385,184	\$377.5M+	\$8,751,799

Note: In addition to the above noted City owned and operated facilities, there are many other facilities in the city and some are on sites that the City owns. For example, there are many additional assets on the Regina Exhibition site, which are owned by the City but operated by a third party.

Outdoor recreation amenities supported by the City include, but are not limited to the following.

Amenity Type	Number of Facilities	Modern Replacement Value	Annual Expenses
Outdoor rinks	60 at 40 sites	\$5,000,000	\$483,000
Racquet courts (tennis and pickleball)	40 at 17 locations	\$2,125,000	\$40,000
Ball diamonds	163	\$40,750,000	\$843,000
Sports fields	60	\$30,000,000	\$360,000
Skateboard parks	3 plus 1 pod	\$3,500,000	\$4,000
Playgrounds	500+	\$50,000,000	\$94,000
Off leash dog parks	2 plus 5 seasonal sites	\$1,000,000	\$20,000
Total		\$132,375,000	\$1,844,000

It is important to note that the figures in the preceding tables do not include the value of land which each amenity is situated on.

Of course, the above noted recreation facilities and spaces include a variety of different types of recreation amenities. In order to further understand the role of the City in providing different types of recreation amenities, the following continuum of municipal involvement was introduced in the Recreation Facility Plan 2010-2020 and remains pertinent today.

Primary Amenities²

Established primarily through municipal leadership and financial contributions.

Examples: indoor aquatics, outdoor athletic fields

These amenities are more highly subsidized through public dollars and are established through municipal leadership. In most cases, the municipality would operate these amenities, though partnerships may exist.

- Amenities in which an individual's participation positively impacts the community-at-large (i.e. basic skill development to encourage lifelong participation in sport, culture and recreation activities).
- Amenities that serve a large segment of the population and are more likely to provide opportunities for children, youth, families and segments that are at risk of encountering increased barriers to participation.
- Amenities that are not likely to be provided without a high degree of municipal involvement.
 - » May also include facilities that offer competitive or advanced levels of instruction where the private sector would not be involved, if such an amenity contributes to encouraging high levels of participation in basic services.
 - » May include complementary services that are also provided in the private sector (such as strength and conditioning centres within aquatics facilities), in an effort to improve the return on investment and encourage higher levels of participation in core services, and possibly motivate participants to go on to private sector services for higher levels of activity.
 - » May include competitive amenities that are consistent with other municipalities in Canada.

Secondary Amenities

Established primarily through community leadership, with some degree of municipal contribution towards capital and/or operating costs.

Examples: indoor fields, community gardens

These amenities are established and operated by the private and/or non-profit sectors with municipal investment to provide public access.

- Amenities in which an individual's participation impacts, but to a lesser degree than primary amenities, the community-at-large.
- Amenities that serve a narrower segment of the population and are less targeted at the city's broader population segments.
- The community (private or non-profit sector) will typically play a leadership role in building and operating the facility; the City may contribute public funds to ensure base level of public access.

Tertiary Amenities

Established through community leadership, with no municipal involvement.

Examples: private sector fitness studios

- Amenities in which there is no rationale for public sector involvement because participation in the opportunity does not provide significant benefits to the community-at-large and/or the service can be provided without public money.
- If the public sector is involved (for example, for historical reasons or because provision of the service is complementary and helps offset costs of another amenity), its involvement is on a full cost recovery basis.
- Includes facility types where existing amenities already meet the needs of the community.

² Note the 2010 continuum references primary, secondary, and tertiary "facilities". For the sake of this plan, the reference has been changed to "amenities".

Facilities and spaces that include the primary and secondary categories of amenities presented can be, and typically are, located on City owned land and in most cases form part of a park site.

The following classification system has been adapted slightly from the Recreation Facility Plan 2010 – 2020 to help the City plan and manage the system of recreation facilities and spaces.

Recreation Facility or Site Classification			
Parameter	City-wide Facilities and Spaces	Community Destination Facilities and Spaces	Neighbourhood Destination Facilities and Spaces
Population Served	All residents	40,000 – 50,000 residents	7,500 - 12,500 residents
General Characteristics	<ul style="list-style-type: none"> • Intended to serve all residents • Provides a specialized service • Located adjacent to other elements of community life <ul style="list-style-type: none"> » i.e. libraries, high schools, parks • Provides outdoor amenities to complement indoor amenities • May attract non residents • Includes tournament level facilities with spectator support • Typically larger in scope and size than community destinations or neighbourhood hubs 	<ul style="list-style-type: none"> • Serve as hubs of activity within the community • Located adjacent to other elements of community life <ul style="list-style-type: none"> » i.e. libraries, high schools, parks • Provides outdoor amenities to complement indoor amenities • May be customized to meet the needs of target groups within a specific community • May be provided in partnership with organized user or community groups and non-profit organizations • May respond to organized interests and events but are designed with recreational use in mind 	<ul style="list-style-type: none"> • May serve as the “neighbourhood hub” as defined in the Official Community Plan • Include facilities that attract a high proportion of local residents in each neighbourhood, with few barriers to participation • Focus on informal, unstructured recreation uses • More common in neighbourhoods with economic or geographic barriers • May include similar amenities as community destinations • May exist as a hub or a stand-alone facility if there are conditions that prevent the clustering of facilities
Common Approach	<ul style="list-style-type: none"> • Generally accessed by vehicle or public transit, but linked by pathways and on street bike routes where possible to provide increased access 	<ul style="list-style-type: none"> • A community destination facility would be established in each primary geographic area 	<ul style="list-style-type: none"> • Neighbourhood facilities would be accessed primarily without a vehicle and would be established with existing facilities such as neighbourhood centres and existing park spaces • These hubs would typically be developed through partnerships with other levels of government, school boards, etc.

Recreation Facility or Site Classification			
Parameter	City-wide Facilities and Spaces	Community Destination Facilities and Spaces	Neighbourhood Destination Facilities and Spaces
Population Served	All residents	40,000 – 50,000 residents	7,500 - 12,500 residents
Example Amenities	<ul style="list-style-type: none"> Indoor: <ul style="list-style-type: none"> » 50M pools » Major leisure aquatics » Major performance venues » Field house facilities Outdoor: <ul style="list-style-type: none"> » Festival event venues » Civic plazas » Track and field facilities 	<ul style="list-style-type: none"> Indoor: <ul style="list-style-type: none"> » Ice arenas » 25M pools with leisure amenities » Indoor playgrounds » Full sized gymnasiums (non-school) Outdoor: <ul style="list-style-type: none"> » Spray pads » Skateboard parks » Cricket pitches » Tennis courts 	<ul style="list-style-type: none"> Indoor: <ul style="list-style-type: none"> » Community centres Outdoor: <ul style="list-style-type: none"> » Athletic fields » Ball diamonds » Playgrounds » Boarded outdoor rinks
Location Considerations	<ul style="list-style-type: none"> Centrally located and/or on major transportation routes If more than one, geographic balance should be considered 	<ul style="list-style-type: none"> Centrally located within the community (zone) on major transportation routes 	<ul style="list-style-type: none"> Located within neighbourhood at locations accessible to the majority of residents
Current Examples	<ul style="list-style-type: none"> Lawson Aquatic Centre Canada Games Athletic Complex Fieldhouse Neil Balkwill Civic Arts Centre 	<ul style="list-style-type: none"> North West Leisure Centre Sandra Schmirler Leisure Centre Lakeridge Sports Park Wascana Skateplaza 	<ul style="list-style-type: none"> Coleman Park Playground Dr. Perry Outdoor Rink Core-Ritchie Neighbourhood Centre North East Community Centre

Lifecycle Budgeting for Indoor and Outdoor Spaces

Recreation facilities and spaces require significant investment to construct and operate. As with any asset, as recreation infrastructure ages it requires continued investment simply to sustain existing service levels. As the majority of facilities and spaces require ongoing operating subsidies to cover operational costs, lifecycle reinvestment typically comes from the City's tax base.

The average age of City of Regina indoor recreation facilities is nearly 40 years with some outdoor pools over 65 years old and some arenas over 50 years old. The typical lifespan of public recreation facilities is between 40 and 50 years before major reinvestment or replacement is required; many of the City's recreation facilities are approaching (or are at) a time when major reinvestment is required.

The issue of aging municipal infrastructure is apparent across Canada, especially when it comes to recreation infrastructure specifically. The most recent Federation of Canadian Municipalities Infrastructure Report Card identified recreation facilities as being in the poorest condition of all municipal infrastructure.

The City should continue to implement its' Asset Management System for recreation facilities and spaces; the scope of this type of lifecycle reserve planning and budgeting should include indoor recreation facilities as well as outdoor recreation facilities and parks including soft (trees, vegetation, granular/nature trails, etc.) and hard (courts, hard surface multi-purpose pathways, etc.) infrastructure.

Recommendation #3: Incorporate recreation facility and space (indoor and outdoor) lifecycle allocations in operational budgeting

Alignment with A Framework for Recreation in Canada and the OCP



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Recreation Infrastructure Planning Processes

Public investment in recreation infrastructure requires due diligence and proper planning. The City of Regina is accountable to its residents when major investments are made. This means that City Council and Administration have to make decisions in the best interests of the community as a whole and have to do so armed with accurate and appropriate information.

Typically, major recreation and parks projects go through four phases of effort from original conception to opening the doors:

- **Determine the Need:** A Needs Assessment is often incorporated in a strategic level planning process like this Master Plan.
- **Investigate Feasibility:** Once the need is clear, the feasibility of meeting the need must be studied.
- **Prioritization:** If the project is feasible, it still might not be a sufficiently high enough priority to proceed it to the next phase.
- **Implementation:** However, if it is a sufficiently high priority, a decision is made to proceed and only then is detailed planning, design and construction initiated.

Asset Management

The effectiveness of recreation facilities and spaces is in their ability to not only facilitate recreation activity from a program perspective but also to attract users and visitors and meet user expectations. As residents are exposed to new types of facilities and amenities are developed in the province and throughout Canada (and beyond), facilities and spaces and the amenities within them are improved.

The City of Regina recreation facilities are older, (with an average age of 40 years) they lack modern amenities and thus do not meet contemporary expectations of some users. Much of the City of Regina facilities portfolio, including recreation facilities, are at capacity or reaching the end of their useful life and will need significant capitalization to continue to deliver services effectively.

The City utilizes a long term strategic plan for prioritization

management and investment in corporate facility assets. The framework for long term decision making uses quantitative information (e.g. facility's physical condition, operating and maintenance costs) and qualitative information (e.g. facility alignment with program objectives) to develop quantitative scores. This framework allows for an objective review of the current physical space and make recommendations to guide investments in facilities.

When contemplating whether or not a facility or space should be sustained or decommissioned, the approach (considering modernization) needs to include broader considerations that look beyond only the physical state of infrastructure. Presented in order of importance, a list of broader considerations that should be used to assess a facility's future is presented as follows:

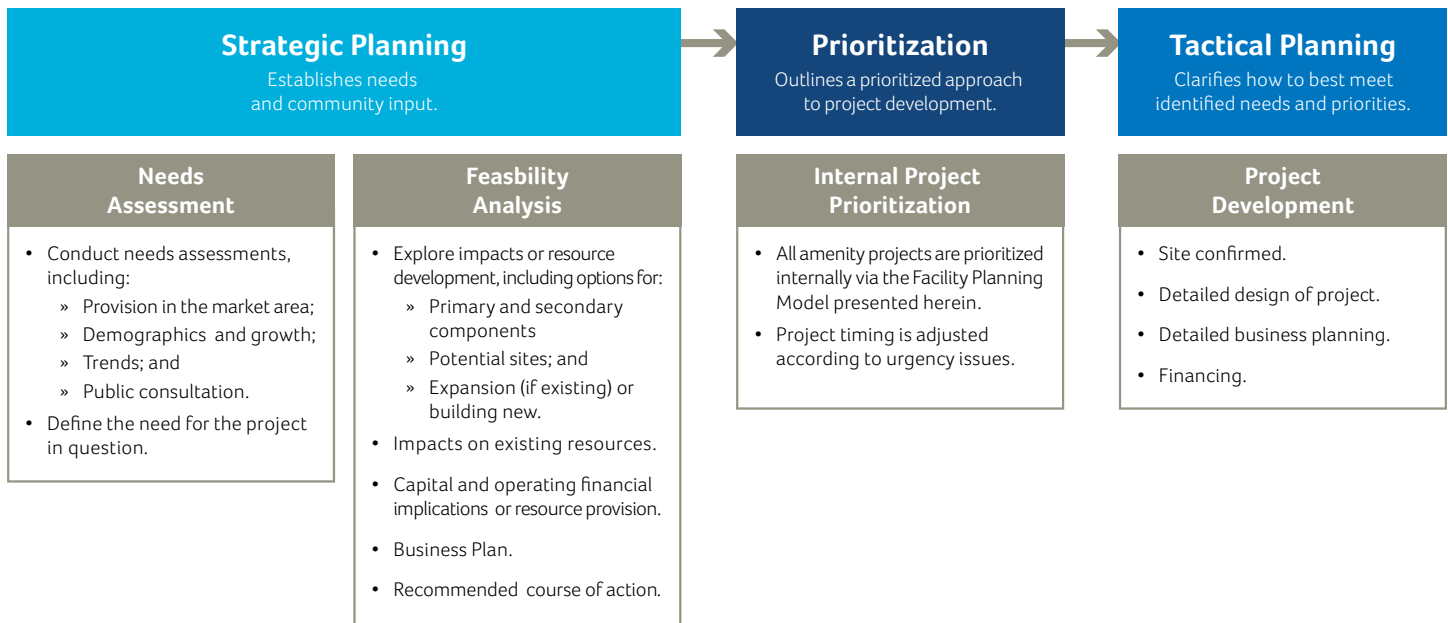
1. How well is the existing facility or space **currently used**?
2. Is the facility or space a **community priority** (i.e. does the cost effectively deliver on the benefit based outcomes and is it a strongly demonstrated need in the community)?
3. Is the existing facility or space in **alignment with the City's current strategic intentions** (as outlined in the OCP, the Recreation Master Plan or other sources)?
4. The **Facility Condition Index (FCI) ratio** of the facility or space **including modernization considerations**.
5. The ability to enhance **operational efficiency** with reinvestment or replacement.

Sustaining Service Levels

Lifecycle reserve budgeting focuses on the replacement of or reinvestment in specific facilities. From an overall recreation facility and space provision perspective, recreation facilities and spaces and the amenities within them are part of a broader network or system of recreation assets that help the City achieve its intended vision and outcomes for recreation (as outlined in previous sections). The entire network provides a specific level to residents. It is important to note that maintaining the system and sustaining service levels does not have to mean sustaining specific facilities or spaces. System management requires the development of new facilities and spaces, reinvestment in some existing facilities and spaces, and the decommissioning of other facilities and spaces.

The City is entering a period where decisions related to decommissioning or replacement of recreation facilities and spaces will be required. When these decisions are made, consideration of the entire system will be necessary as some facilities and spaces that do not warrant replacement in their current form will still have clear public support for their upkeep. The City must look at replacement and decommissioning as an opportunity to improve efficiencies and modernize the user experience. This may mean replacing existing amenities, like outdoor pools or arenas, in one area of the city with different types of amenities that better meet user needs and enable economies of scale. For example, the decommissioning of an outdoor pool may provide the opportunity for the redevelopment of an existing site to introduce more modern and impactful recreation amenities in a neighbourhood while enabling the consolidation and enhancement of outdoor aquatics experiences in centralized and accessible areas. Closure of stand-alone arenas in the city may also warrant replacement in multi-sheet facilities improving the user experience and capitalizing on operating economies of scale. **The City should consider the entire network of recreation facilities and spaces and the amenities within them when contemplating decommissioning and replacement of existing infrastructure. The City should also ensure that when a facility or space is decommissioned in a community that a more appropriate, impactful amenity is put in its place when at all warranted.**

This section focuses on the first two of those four phases of effort, Needs Assessment and Feasibility Analysis.



In the City of Regina, no major recreation capital project decisions, including new development and major enhancements, should be made without undertaking market feasibility analysis and business planning. This applies not only to initiatives championed by the City, but also to projects led by non-profit groups and associations where public funds are being sought or required for capital and/or ongoing operations. This process is not meant to circumvent the provision of recreation spaces through the City's new land development process. The entire process, including needs assessment, feasibility analysis, prioritization, design, and construction can take between 24 and 36 months (or longer) and requires the input of a variety of internal and external stakeholders.

Undertaking feasibility analysis requires investment and sets public expectations. The following feasibility planning "triggers" outline when to initiate (or facilitate in the case of a non-profit based project) feasibility analysis and business planning.

1. Facility spaces currently being offered grow from 90 percent to 100 percent utilization on a sustained basis.
2. Facility spaces currently in use have less than 25 percent remaining lifecycle as a functional resource (as determined by ongoing lifecycle planning).
3. Current demands and future demands (expression of needs as a function of public input, trends, and majority impact) or market growth can be proven.
4. The facility in question, and program services proposed within it, provides equitable access for all residents as a public service.
5. Facility type and function conform to core recreation service functions or new functional areas within broader strategic planning.
6. Facility type and function are not adequately provided through other agencies or private sector services in Regina or adjacent regional municipalities.
7. The operating or capital non-profit partners of the proposed development are sustainable and collectively represent sufficient membership or market segments to sustain use for the life of the development.
8. The external volunteer and/or non-profit group leading a facility development initiative has, or has access to, significant capital and/or operating resources.

If the need has been established, and a combination of planning triggers are met, further feasibility analysis may be warranted.

General guidelines for feasibility analysis include:

- There should be public engagement in the planning process, preferably through the use of statistically reliable surveys.
- A market assessment for component service delivery functions should be completed.
- A thorough and transparent site/location analysis should be completed.
- There should be a biophysical/environmental impact statement.
- There should be a concept development plan, including infrastructure planning, costs, and impacts of ongoing operations.
- The project should conform to broader municipal strategic planning.
- Business planning outlining capital partners, operating partners, sources of capital, capital amortization, and projection of operating costs should be completed.
- The potential for regional collaboration has been explored via the Regional Collaboration Toolkit (SUMA/SPRA) and associated discussion.
- “Opportunity cost” analysis should be undertaken to demonstrate that the project represents the best way of achieving the service outcome.

Should feasibility analysis be warranted, these guidelines ensure that decision makers have undertaken the necessary due diligence to make informed decisions in the best interest of the community and public good.

It is important to note that this planning process will help guide future City of Regina recreation projects and will also apply to those projects that come forward via partnerships with others in the community and region.

In addition to the need for feasibility analysis for new or emerging projects as outlined, further action related to specific recreation sites is also warranted. For example, the future of the Regent Par 3 Golf Course has been the subject of discussion for many years. The Recreation Facility Plan 2010–2020 recommended that the City “develop a site-specific plan to rebuild the Regent Par-3 site as a neighbourhood hub facility that satisfies contemporary needs through a community consultation and visioning process.” Public input related to the site emerged throughout the development of this Master Plan and site-specific consultation is ongoing. As the results of this site-specific consultation are analyzed, **the City should develop a site specific plan to further articulate the future of the site.** This plan should incorporate the findings of this Master Plan, including the amenity strategies outlined, and could include repurposing of the site to meet broader City of Regina Policy Direction.

Similar to the action recommended for the Regent Par 3 site, site specific planning for each City-wide (Municipal) and Community (Zone) level park site should be influenced (either led or approved) by the City (even if, in some cases, it is being done by developers). Some planning already exists for some of these park types but completing plans for each site, in response to this Master Plan and the amenity strategies herein, will address community expectations, articulate a future for each park that can be planned for from capital and operational perspectives, and outline the intentions of the City for each site in the event partnership opportunities exist. The Recreation Facility Plan 2010–2020 suggested that the City should “engage communities to verify that existing park master plans are aligned with the community’s current priorities and with the Recreation Facility Plan” which is still a valid recommendation. **Further to this recommendation the City should develop site specific plans for Community (Zone) and City-wide (Municipal) Parks where they don’t already exist or ensure that such plans are developed (in some cases by developers).**

Recreation Amenity Prioritization

The network of recreation facilities and spaces needs to be managed to provide the base level of service to residents; it also must provide for demands of specific recreation interests. As the City cannot afford to meet all needs, the next step is to prioritize effort and investment related to specific recreation interests and associated amenities.

Resident demand for recreation amenities is diverse. Demand for traditional recreation amenities, such as pools and arenas, remains strong while activities new to Regina, such as cricket and parkour, are constantly emerging which creates pressure for new and different kinds of spaces to accommodate them.

In an ideal situation, the City would be able to provide every recreation amenity demanded by residents. This would lead to the most community and individual benefit and would ensure that all needs are met. Unfortunately, this cannot be the case as public resources allocated to recreation are finite. The following criteria have been assembled and weighted to assist decision makers in allocating limited resources to different recreation amenities. Note that the public and stakeholder engagement process outlined and analyzed in the State of Recreation research report asked for opinions on these criteria; these opinions have been considered and incorporated into the criteria and their weightings.

Community recreation amenity demand indicators as identified through research into the current state of recreation in Regina.

Amenity prioritization framework (criteria and metrics) to compare amenities.

List of ranked recreation amenities based on the current State of Recreation in Regina

Criteria	Metrics				Weight
	3 Points	2 Points	1 Point	0 Points	
Alignment with Master Plan Foundations	<i>The amenity achieves more than three of nine intended outcomes</i>	<i>The amenity achieves three of nine intended outcomes</i>	<i>The amenity achieves one or two of the nine intended outcomes</i>	<i>The amenity does not achieve any of the nine intended outcomes</i>	5
General Public Demand Indicators	<i>For top "#1-3" household survey amenity priorities</i>	<i>For "#4-6" household survey amenity priorities</i>	<i>For "#7-10" household survey amenity priorities</i>	<i>For amenity priorities that are beyond the top #10 and/or not in scope</i>	5
User Group and Stakeholder Demand Indicators	<i>For amenities that have strong indications of support from the majority of user groups and stakeholders</i>	<i>For amenities that have moderate indications of support from the majority of user groups and stakeholders</i>	<i>For amenities that have strong indications of support from one or two user groups or interest areas</i>	<i>For amenities that have no indications of support from user groups and stakeholders</i>	4
Community Accessibility	<i>The amenity would be completely financially and physically accessible to all residents</i>	<i>The amenity would be financially and physically accessible to most residents</i>	<i>The amenity would be accessible to all residents via programmed/rental use only</i>	<i>The amenity would not be accessible to residents</i>	4
Financial Impact (Capital and Operating)	<i>The amenity has a low overall cost impact in relation to the amount of potential use created</i>	<i>The amenity has a moderate overall cost impact in relation to the amount of potential use created</i>	<i>The amenity has a high overall cost impact in relation to the amount of potential use created</i>	<i>The amenity is not likely to be feasible; costs are unreasonably high in relation to the potential for use</i>	4
Alignment with Expected Trends and Demographic/Population Shifts	<i>For amenities that are positioned to respond to more than two observed trends and expected shifts in demographics/population</i>	<i>For amenities that are positioned to respond to two observed trends or expected shifts in demographics/population</i>	<i>For amenities that are positioned to respond to one observed trend or expected shift in demographics/population</i>	<i>For amenities that are not positioned to respond to observed trends or expected shifts in demographics/population</i>	3
Current Provision in the Region	<i>The amenity would add completely new activity to recreation in the region</i>	<i>The amenity would add completely new activity to recreation in the city</i>	<i>The amenity would significantly improve provision of existing recreation activity in the region (including required reinvestment)</i>	<i>The amenity is already adequately provided in the region</i>	3
Cost Savings Through Partnerships or Grants	<i>Partnership and/or grant opportunities exist in development and/or operating that equate to 50% or more of the overall amenity cost</i>	<i>Partnership and/or grant opportunities exist in development and/or operating that equate to 25%–49% of the overall amenity cost</i>	<i>Partnership and/or grant opportunities exist in development and/or operating that equate to 10%–24% of the overall amenity cost</i>	<i>No potential partnership or grant opportunities exist at this point in time</i>	3
Economic Impact	<i>The amenity will draw significant non-local spending into the region and catalyze provincial, national and/or international exposure</i>	<i>The amenity will draw significant non-local spending into the region</i>	<i>The amenity will draw moderate non-local spending into the region</i>	<i>The amenity will not draw any significant non-local spending into the region</i>	2

Using the information contained in the 2018 State of Recreation Research Report and based on the criteria and weighting outlined, the following list of ranked recreation amenities has been developed. This list will help prioritize investment over the coming years. It is important to note that as new information becomes available, the priorities may change. For example, if a partnership opportunity comes forward that would leverage public investment the ranking of that amenity would change due to the scoring associated with the related criteria. It is also important to note that this ranking system is meant to help guide decision making; it is not meant to tie the hands of decision makers.

Indoor Amenity	Score	Rank
Aquatics centres	63	1
Indoor playgrounds	56	2
Fitness facilities	44	3
Gymnasium spaces	43	4
Multipurpose arts and culture facilities	40	5
Indoor skateboard parks	37	6
Community centres	36	7
Indoor fields	36	7
Gymnastics studios	35	9
Indoor Track and Field Gymnastics studios	33	9
Indoor tennis facilities	32	11
Ice arenas	30	12
Indoor climbing walls	30	13
Curling rinks	26	14

Outdoor Amenity	Score	Rank
Multi-purpose pathways	72	1
Playgrounds	67	2
Outdoor picnic sites	56	3
Passive park spaces	55	4
Rectangular sports fields	45	5
Spray pads	44	6
Outdoor court spaces	44	6
Sand/beach volleyball courts	43	8
Outdoor fitness equipment	43	8
Dog off leash parks	39	10
Outdoor pools	38	11
Outdoor speed skating oval	38	11
Boating facilities (non-motorized)	37	13
Outdoor rinks	36	14
Outdoor skateboard parks	35	15
Outdoor racquet sports	33	16
Ball diamonds	31	17
Lawn bowling	26	18

Recommendation #4: Use the amenity prioritization system and priorities outlined to guide future investment in recreation amenities and revisit it as new information becomes available.

Alignment with A Framework for Recreation in Canada and the OCP



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Recreation Amenity Strategies

Once recreation amenity priorities are set, specific strategies for each amenity area need to be identified and set. These action plans must be based on community input, research, and analysis and under the premise of optimizing the use of public resources allocated to recreation facilities and spaces.

The following long term recreation amenity strategies have been developed to provide guidance related to specific recreation interests. Although some actual recreation facilities and spaces are mentioned, the focus of this discussion is on the recreation amenity, or program area. Where quantities of specific amenities are identified, they include City-operated amenities unless indicated otherwise. These strategies assume that sufficient resources are available; should that not be the case, the amenity prioritization and subsequent amenity action plan provide more direction as to when, and to what level, each of these strategies will be enacted.

It is important to note that the following strategies assume that:

1. In the long term future, the City will manage facilities inventories to meet the future service level targets identified for each amenity as Regina grows.
2. The City will sustain existing facilities (indoor and outdoor) with regular investment, including program modernization, until such time that FCI analysis suggests replacement.
3. If municipalities outside of Regina agree to collaborate and partner on facility provision, then expanded service levels and strategies would need to be developed by the partners collaboratively. The City will use current and future allocations and user fee policies to help achieve strategic goals for recreation amenities that require scheduling and user fees.
4. The City will continually work to ensure that both user fee and allocations policies are set and implemented so as to best achieve intended goals and outcomes for recreation facilities.

It is also important to note that Regina, like other prairie cities, is a winter city. Providing residents a chance to be outdoors during the winter months is important and involves both specific amenity provision and focused maintenance protocols. The City currently supports the provision of winter amenities such as outdoor rinks and cross country ski trails. Topography in some park sites enables tobogganing to occur and snow clearing occurs on main multi-use pathway routes. **The City should, wherever possible and feasible, make it easy and inviting for residents and visitors to participate in recreation outdoors during the winter months.** Hosting special events and encouraging other groups and organizations to do so can also help to bolster outdoor activity in the winter months.

Indoor Amenity: Aquatic Centres

Current Service Level

1 aquatic centre for every
71,702 residents

Strategic Action

Increase provision, both quantity
and quality

Aquatics are one of the most important leisure services a municipality can provide. They cater to a broader cross section of the public than any other recreation amenity, deliver a broader range of benefits and are supported by the vast majority of citizens. The City operates three aquatic facilities with the average age of 43 years. In addition, there are two YMCA facilities, and one University of Regina facility.

In 2010, it was recommended (2010 Recreation Facility Master Plan) that a centrally located city-wide indoor facility be provided to serve both leisure and competitive aquatic needs with complementary fitness amenities.

In terms of utilization of indoor aquatic centres, the number of total swims has remained relatively stable over the past seven years with an average of 577,333 swims from 2011 to 2017, resulting in a decreasing rate of swims per capita. Stable utilization is likely due to capacity being reached and there has also been an excess demand for lessons. When compared to other major Canadian cities, Regina provides one facility per 71,702 residents versus an average of one facility per 50,345 residents. The existing City-operated aquatic facilities cost \$2,580,782 per year to operate. The estimated replacement value of these facilities is \$45.2 M (as is) and over \$100 M if they were replaced to modern standards. Future development of indoor aquatics should consider all potential partnership opportunities with post-secondary, municipal, private, and non-profit partners.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Leisure pools were the 3rd highest indoor priority of households; 91% support development (62% strongly support, 29% somewhat) 50m pools were the 17th highest indoor priority; 68% support development (28% strongly support, 40% somewhat) 25m pools were the 18th highest indoor priority; 68% support development (29% strongly support, 39% somewhat)
Youth Survey	<ul style="list-style-type: none"> Leisure aquatics was the top indoor priority of youth (40%) 50m and 25m pools were the 15th and 18th priority of youth (14% and 11% respectively)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Leisure aquatics was the 4th indoor priority of groups (24%); 50m and 25m pools were the 16th and 18th priorities of groups (10% and 8% respectively) Strong desire for new indoor aquatic facility with 50m pool and event host capacity
Trends and Leading Practices	<ul style="list-style-type: none"> Modern, leisure components are in demand The design of program pools with event hosting capabilities is important

Regina has had excellent aquatic services in the past, delivered in a wide range of facilities and sites under three modes of use providing nine categories of aquatic service. That being said, utilization of existing indoor aquatics centres has been stable amidst growth suggesting facilities are at or near capacity. Excess demand exists for lessons and 91% of residents feel that investment in new or enhanced indoor aquatics facilities is warranted (3rd highest of all indoor amenities). Indoor leisure aquatics is a top priority for youth and the 4th highest of local groups as surveyed via the 2018 Recreation Master Plan process. As well, the City provides more outdoor pools per capita and less indoor pools per capita than comparable Canadian municipalities.

Nine Categories of Aquatic Service	Three Modes of Operation		
	Drop-In	Program	Rental
Recreational Swimming (fun)	✓		
Skill Development (swim lessons)		✓	✓
Fitness Swimming (both lane swimming and aquasize programs)	✓	✓	
Sport Training			✓
Special events (e.g. birthday parties, swim meets)		✓	✓
Therapy and Rehabilitation	✓	✓	✓
Leadership Training		✓	
Respite from Summer Heat	✓		
Water Orientation for Toddlers	✓	✓	

Despite past successes, the future has to be different. In Regina, there is need for more capacity to accommodate growth. The City should update some older facilities, which in many cases are at or near end of useful life. Furthermore, the City's provision of aquatics should shift to more modern amenities that will efficiently deliver the nine categories of service at a higher quality in the future. That means the development of new spaces, the replacement of many older ones, and the closure of some; it means the evolution of the public aquatic experience.

It is intended that indoor aquatic centres in Regina will meet the needs and expectations of residents for fitness aquatics, competitive aquatics and having a modern leisure aquatics program; all nine categories of aquatics services need to be considered and provided to varying degrees. There is a consistent demonstration of support for indoor aquatic centres via public engagement. The current state of infrastructure does not meet most modern user expectations. In terms of demand, the existing facilities are used to a high proportion of their capacity, waiting lists confirm more need than available capacity and usage trends are generally positive.

As such, future service levels will be increased to 1/60,000 and all City operated indoor aquatics facilities will be maintained and refreshed on a regular basis through the Asset Management System. More specifically, that means three major kinds of investment in City aquatic infrastructure:

- The City should add **more indoor capacity** at the city-wide level for leisure, fitness, therapy and special events. That likely means a new free form, shallow water tank added to the Lawson Aquatic Centre with other leisure amenities.
- The City should **invest in its outdoor pools** that are at risk of failing (discussed in subsequent sections).

In essence, aquatics services in Regina will be modernized, enhanced in terms of quality, and enhanced in terms of quantity. The result will be:

- Vastly more aquatic visits overall
- Much reduced net public subsidy per visit – more utilization at fewer venues
- Much higher quality aquatic experiences that better meet future needs and user expectations
- New opportunities currently not available to residents and visitors

Research shows that:

- Quality is more important than quantity. Families will travel past poor quality experiences to get to the better quality ones.
- More advanced and innovative leisure aquatics opportunities and environments are being provided by municipalities; resident expectations drive demand for these types of amenities.

Indoor Amenity: Ice Arenas

Current Service Level

1 arena for every 15,365 residents

Strategic Action

Reduce quantity/service level but enhance quality

The City owns and operates 8 ice arenas with an average age of 43 years. There are another 6 sheets of ice provided at the Cooperators Centre (constructed in 2011) through a partnership between the City and the Regina Exhibition Association Ltd. (REAL). Residents also have access (limited) to a seventh ice arena; the Brandt Centre, which is primarily used for elite level sport and event hosting.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Ice arenas were the 11th highest future indoor priority of households; 79% support development (34% strongly support, 45% somewhat)
Youth Survey	<ul style="list-style-type: none"> Leisure skating areas were the 8th top indoor priority of youth (23%) Arenas were the 10th priority of youth (18%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Arenas were the 11th priority of groups (13%) Leisure skating areas were the 13th priority of groups (11%) There is more than a sufficient amount of prime-time ice Major user groups would like to maintain current service levels
Trends and Leading Practices	<ul style="list-style-type: none"> The use of half ice time slots has been mandated for younger age groups from (Hockey Canada) There is increased interest in girls' hockey Municipalities are beginning to allocate and charge for ice based on Canadian Sport 4 Life/Long Term Athlete Development principles

In 2010, it was recommended (2010 Recreation Facility Master Plan) that all City arenas be maintained until the Cooperators Centre was opened at which time needs should have been reassessed.

In 2016 the 8 City operated arenas were used to 67% of prime-time capacity (there are nearly 6,000 hours of prime time use currently not being consumed in the market) and when compared to other major Canadian cities, Regina provides ice arenas at approximately double the rate of averages (1:15,365 residents in Regina versus an average of 1:23,193 residents). Furthermore, the existing City arenas cost nearly \$200,000 per year to operate (net average subsidy of \$203,131 per arena in 2016) and have significant deferred maintenance requirements. The estimated replacement value of existing City arenas is \$56.3M (as is) and up to \$120M if arenas were replaced to modern standards.

Due to the City having excess prime time capacity, moderate levels of community support, and that trends and leading practices are suggesting limited growth in facility demand it is recommended that the City reduce service levels but at the same time strive to meet the needs and expectations of residents for indoor ice arenas that provide modern user and spectator experiences. In order to do so, once existing ice arenas require significant investment due to lifecycle repairs, the City should reduce service levels by in some cases not reinvesting in existing facilities and in other cases relocating and/or reinvesting in existing facilities to create multi-sheet venues. Furthermore, future development of indoor ice arenas should consider all potential partnership opportunities with post-secondary, municipal, private, and non-profit partners. It is also important for the City to review its allocation policies related to the use of ice arenas to better align with leading practices and concepts such as the Long-Term Athlete Development model and the Canada Sport for Life movement.

Indoor Amenity: Community Centres (Neighbourhood)

Current Service Level

1 Community Centre for every
18,000 residents

Strategic Action

Sustain and modernize existing
amenities and consider partnering on,
but do not initiate, the development of
new community centres

There are 12 community centres (5
neighborhood centres, 5 community
operated centres, and 2 seniors centres) in Regina with an average age of 34 years.

In the 2010 Recreation Facility Master Plan a number of recommendations were put forth for community centres. Many of these recommendations have been achieved.

In 2017, community centres accommodated over 55,000 booked hours. The māmawêyatitân centre hosted the most hours (17,347) followed by the Albert Scott Community Centre (9,527) and the Core Ritchie Neighbourhood Centre (9,299).

Other cities are generally not pursuing new municipally operated community centres at the neighbourhood level, except in high-needs neighbourhoods. Instead, they are focusing on higher, community level complexes.

Regina provides community centres at the rate of one for every 18,000 residents. Existing community centres cost \$1.9M per year to operate (including programming). The estimated replacement value of existing community centres is \$47 M but modernized replacement could be higher.

Existing City of Regina Community Centres will be amenities that act as neighborhood destination facilities and gathering places in all areas of the city, especially high needs neighbourhoods or those with geographic barriers to accessing community destination facilities. The City will consider offering public support to partner-driven community centres via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover. No new community centres will be pursued in developing areas unless partnership opportunities arise as the community development model has shifted since the majority of existing centres were built. Thus, there is no future service level as neighbourhood needs will be met in a variety of ways in the future. Some existing community centres will require modernization. Specific policy recommendations to deliver on this vision include modernizing and increasing the quality of some community centres to increasing functionality and meeting user needs in high needs areas. Although construction of new stand-alone community centres in developing areas is not recommended, it is recommended that the City work with developers and other partners to integrate neighbourhood activities spaces into other public spaces (e.g. schools, commercial/residential developments, etc.).

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Community Centres were the 23rd highest indoor priority; 56% support development (20% strongly support, 36% somewhat) Youth centres and seniors' centres/facilities were #1 and #3 household survey priorities at 91% "strongly" or "somewhat" support.
Youth Survey	<ul style="list-style-type: none"> N/A
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> A few indoor program spaces need to be added (11% of association respondents said that social banquet facilities were a priority (12th priority) Senior centre facilities were also needed (10% of association respondents wanted seniors' spaces which was the 17th priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Community associations and associated facilities are key components to recreation service delivery

Indoor Amenity: Indoor Skateboard Parks

Current Service Level

None

Strategic Action

Consider partnering, but do not initiate development

Currently the City of Regina has no inventory of indoor skateboard parks. There are indoor skate parks provided by the private sector.

Typically, indoor skateboard parks are not provided by the public sector. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Although indoor skateboard opportunities are important, they typically are not directly owned and operated by municipalities. The future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. There is no future recommended service level and it is recommended that future development not be initiated. However, it is recommended that the City will consider offering public support to partner-driven indoor skate park projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Indoor skateboard parks were the 20th highest indoor priority; 64% support development (26% strongly support, 38% somewhat)
Youth Survey	<ul style="list-style-type: none"> Indoor skateboard parks were the 9th top indoor priority of youth (19%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Indoor skate parks were the 21st priority of groups (5%)
Trends and Leading Practices	<ul style="list-style-type: none"> Spontaneous use amenities are popular Non-sport/competitive pursuits are in demand and appeal to youth not involved in organized sport Skateboarding will be introduced as a new Olympic sport in 2020

Indoor Amenity: Indoor Fields

Current Service Level

5 indoor fields at 2 locations in Regina

Strategic Action

Consider partnering, but do not initiate development

There are currently six indoor fields at two locations in Regina. From October to April, the EventPlex at Evraz Place is sub-leased to the Regina Soccer Association. The EventPlex contains four of City's six indoor fields.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 12th highest indoor priority; 78% support development (37% strongly support, 41% somewhat) *"Year-round indoor flat surfaces"
Youth Survey	<ul style="list-style-type: none"> Year-round indoor flat surfaces were the 11th top indoor priority of youth (15%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Year-round indoor flat surfaces were the 3rd priority of groups (24%)
Trends and Leading Practices	<ul style="list-style-type: none"> Multipurpose indoor space is in demand throughout the year Emerging activities that traditionally use arena pads in the ice off season are demanding space during the typical ice season

Indoor fields are currently provided in the City via a partnership model. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Although indoor fields are important, they are most often operated by non-profit groups in major metropolitan areas. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. There is no future recommended service level, however, The City will consider offering public support to partner-driven indoor field projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Indoor Amenity: Arts and Culture Facilities

Current Service Level

1 centre for the City of Regina

Strategic Action

Consider developing when appropriate opportunities exist (developing new or repurposing of existing recreation amenities)

Regina currently has one arts and culture facility that is 35 years old.

The City conducted 3,396 hours of programming at the Neil Balkwill Civic Arts Centre in 2017.

Total operating costs for the facility are \$217,300, including programming. The estimated replacement value of the existing facility is \$4.4 M, as is, and modernized replacement value could be as high as \$15M.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 15th highest indoor priority; 72% support development (31% strongly support, 41% somewhat) Multi-purpose program/meeting rooms Dance studios were the 22nd highest indoor priority (62%) Aboriginal cultural/ceremonial rooms were the 14th priority of households (36% strongly and 36% somewhat support)
Youth Survey	<ul style="list-style-type: none"> Multipurpose meeting rooms were the 23rd indoor priority of youth (6%) Dance studios were the 12th priority of youth (15%) Aboriginal cultural/ceremonial rooms were the 20th priority of youth (9%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Multipurpose meeting rooms were the 23rd priority of groups (6%) Dance studios were the 12th priority of groups (15%) Aboriginal cultural/ceremonial rooms were the 9th priority of groups (18%)
Trends and Leading Practices	<ul style="list-style-type: none"> Multipurpose space is in demand Community space to foster inclusion and cultural integration is a priority in recreation and beyond

The City of Regina provides spaces for residents to be both creative and inspirational across all skill levels. There is currently 1 major centre to service the entire city and it is recommended that this service level remain constant. Existing city-wide specialty arts and cultural facilities are generally meeting needs and will continue to so with modest adjustments. Complementing them with more multipurpose or dedicated spaces in community centres and recreation complexes will meet needs for the foreseeable future. The recommended future vision is to retrofit non-dedicated arts programmable spaces into community centres on a case by case basis and not initiate future development of advanced/professional theatre spaces. When new facilities are built or existing facilities are repurposed, consideration should be given to adding arts and culture program areas. It is recommended that The City will consider offering public support to partner-driven advanced/professional theatre and galleries via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover. When specific projects are planned, gathering local input will help to identify what types of arts and culture spaces should be included in broader capital projects. The development of more specialized arts and culture spaces will require partnerships.

Indoor Amenity: Indoor Track and Field

Current Service Level

1 centre for the City of Regina

Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 12th highest indoor priority; 78% support development (37% strongly support, 41% somewhat) *"Year-round indoor flat surfaces"
Youth Survey	<ul style="list-style-type: none"> Year-round indoor flat surfaces were the 11th top indoor priority of youth (15%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Year-round indoor flat surfaces were the 3rd priority of groups (24%)
Trends and Leading Practices	<ul style="list-style-type: none"> Partnerships are key to the provision of athletics facilities

Regina currently has one indoor track and field facility that is 30 years old.

In 2017, there were 10,098 fieldhouse rental hours, plus 10,442 rental hours specifically for racquet courts and 2,881 drop-in fitness users. There was an average of 205,390 visitors per year from 2013-2017. The existing indoor track and field facility costs approximately \$728,631, including programming. The estimated replacement value of the facility is \$23 M as is, and modernized replacement value could be higher than \$30M.

The City of Regina provides indoor track and field facilities for both community recreation and competition purposes. City athletics facilities are utilized throughout the year by the community and facilitate major events and competitions as opportunities are presented. There is no current indication via engagement results, anticipated trends, or utilization statistics that additional fieldhouse type spaces are required, however, additional spaces might be required in the long-term due to growth in population. Thus, no new indoor athletics facilities are recommended in the short- to mid-term and it is recommended that the service level remain constant.

Indoor Amenity: Indoor Playgrounds

Current Service Level

The City of Regina does not currently invest in indoor playgrounds

Strategic Action

Consider developing when appropriate opportunities exist (developing new or repurposing of existing recreation amenities)

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 6th highest indoor priority; 86% support development (50% strongly support, 36% somewhat)
Youth Survey	<ul style="list-style-type: none"> Indoor playgrounds were the 3rd top indoor priority of youth (32%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Indoor playgrounds were the 6th priority of groups (22%)
Trends and Leading Practices	<ul style="list-style-type: none"> Indoor play space is trending as a key component to major multipurpose recreation facility development Spontaneous use activities for young children throughout the year (non-weather dependent) are in demand

There are currently privately operated indoor playground facilities in Regina.

There is consistent demonstration of support for indoor playgrounds via public engagement. Indoor playgrounds will help to increase activity levels of children not involved in organized sport and publicly accessible indoor playgrounds will ensure all populations have access. Therefore, the City will consider providing indoor playground facilities for children to be more active and to socialize. Specifically, the City will look to provide 1 or more publicly operated playground facility throughout the entire City. Consideration will be given to adding indoor child play spaces when developing new or renovating existing recreation facilities at the city-wide and community levels.

Indoor Amenity: Indoor Climbing Walls

Current Service Level

The City of Regina does not currently invest in indoor climbing walls

Strategic Action

Consider partnering, but do not initiate development

There are privately operated indoor climbing walls in Regina.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Indoor climbing walls were the 13th highest indoor priority; 73% support development (30% strongly support, 43% somewhat)
Youth Survey	<ul style="list-style-type: none"> Indoor climbing walls were the 2nd indoor priority of youth (36%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Indoor climbing walls were the 15th priority of groups (10%)
Trends and Leading Practices	<ul style="list-style-type: none"> Indoor climbing walls are trending as a component to major multipurpose recreation facilities Spontaneous use activities for all ages throughout the year (non-weather dependent) are in demand Climbing will be introduced as a new Olympic sport in 2020

The future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. As such, there is no recommended future service level and the City will not initiate future development. Typically, indoor climbing walls are not provided by the public sector. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. The City will consider offering public support to partner-driven indoor climbing wall projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Indoor Amenity: Gymnasium Spaces

Current Service Level

The City of Regina invests in five gymnasium facilities throughout the city

Strategic Action

Consider developing when appropriate opportunities exist (as a component of larger development projects)

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 10th highest indoor priority; 81% support development (39% strongly support, 42% somewhat)
Youth Survey	<ul style="list-style-type: none"> Gymnasium spaces was the 5th indoor priority of youth (27%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Gymnasium spaces were the 7th priority of groups (21%)
Trends and Leading Practices	<ul style="list-style-type: none"> Publicly provided (non-school) gymnasium spaces are trending due to the multi-use nature and cost structure

There is currently five publicly operated gymnasium spaces in Regina. There are also some privately operated gymnasium spaces in the City.

Gymnasium spaces throughout Regina are provided at both schools and other institutions as well as at one City operated facility. Community access to gymnasiums is made possible via joint use agreements. Currently there exists sufficient gymnasium spaces and it is important to ensure access to those spaces that already exist. Opportunities for partnerships during the development of new schools to enhance gymnasium spaces and community access should be explored but can only occur when new schools are built. Going forward, it is recommended that City operated gyms are operated at the city-wide level and supplemented with publicly accessible amenities at the neighbourhood level. No new gymnasium spaces are recommended in the short to mid term, however, community access to school gymnasiums should be assured through a more formalized joint use agreement. It is also important to note that there may be latent demand for spontaneous use gymnasium space; working with schools to enable spontaneous use opportunities may be one way to better understand this latent demand.

Indoor Amenity: Gymnastics Studios

Current Service Level

The City currently does not invest in gymnastics facilities.

Strategic Action

Consider partnering, but do not initiate development

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 16th highest indoor priority; 72% support development (27% strongly support, 45% somewhat)
Youth Survey	<ul style="list-style-type: none"> Gymnastics studios were the 16th indoor priority of youth (12%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Gymnastics studios were the 23rd priority of groups (4%)
Trends and Leading Practices	<ul style="list-style-type: none"> Gymnastics is recognized as a core fundamental development activity physical literacy Public support for gymnastics spaces is trending

There are private and non-profit gymnastics facilities in Regina currently.

Typically, gymnastics studios are not provided by the public sector, however, there are examples of municipal support being provided to these spaces via partnerships.

Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Although gymnastics facilities are important, they typically are not directly owned and operated by municipalities. In some cases municipalities partner with gymnastics clubs to help achieve mutual goals and objectives. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. It is recommended that future development not be initiated by the City and there is no recommended service level. The City will consider offering public support to partner-driven gymnastic studio projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Indoor Amenity: Curling Rinks

Current Service Level

The City currently does not invest directly in curling rink facilities.

Strategic Action

Consider partnering, but do not initiate development

There are currently 2 private/non-profit curling rinks in Regina.

Curling rinks are currently provided in the city without significant public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment.

Curling facilities are important and they typically are not directly owned and operated by municipalities. In some cases municipalities partner with curling clubs to help achieve mutual goals and objectives. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. It is recommended that future development not be initiated and there is no recommended service level. The City should consider offering public support to partner-driven curling rink projects via the Recreation Infrastructure Planning Process and in the City Partnership Policy and Framework (under separate cover) and encourage curling stakeholders to work together and focus on sustainability when contemplating future development.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 19th highest indoor priority; 68% support development (30% strongly support, 38% somewhat)
Youth Survey	<ul style="list-style-type: none"> Curling rinks were the 17th indoor priority of youth (11%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Curling rinks were the 22nd priority of groups (5%)
Trends and Leading Practices	<ul style="list-style-type: none"> Participation in curling is trending downwards in most parts of Canada and has been for two decades Spontaneous use activities for all ages throughout the year (non-weather dependent) are in demand

Indoor Amenity: Fitness Facilities

Current Service Level

1 fitness facility for every
71,000 residents

Strategic Action

Consider developing when
appropriate opportunities exist
to complement other amenities
and assist with cost recovery

There are currently three City-owned
fitness facilities throughout the city
plus many provided by the non-profit
and private sectors.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 7th highest indoor priority; 85% support development (53% strongly support, 32% somewhat)
Youth Survey	<ul style="list-style-type: none"> Fitness facilities were the 4th top indoor priority of youth (32%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Fitness facilities were the 8th priority of groups (21%)
Trends and Leading Practices	<ul style="list-style-type: none"> Municipally owned and operated fitness facilities are trending positively as a key component to major multipurpose recreation facility development Where possible, municipal fitness facilities are programmed to complement private sector operators and segment the market to focus on needs not adequately met consistently by others Spontaneous use activities for all ages throughout the year (non-weather dependent) are in demand

The City relies on the private and non-profit sector to meet most fitness needs except where fitness services improve the viability of other public recreation facilities. The City of Regina provides fitness facilities to accommodate resident demand and complement other indoor recreation facilities and services provided by other sectors. It is recommended that the City consider increasing the future service levels by adding fitness facilities when developing new facilities or renovating existing recreation facilities, however, only when providing fitness services complements other spaces and enhances the feasibility of the project.

Indoor Amenity: Indoor Racquet Court Facilities

Current Service Level

One City operated facility at the Fieldhouse that can be used for racquet sports; gymnasiums throughout the city are also used for badminton and pickle ball activities

Strategic Action

Consider partnering, but do not initiate the development

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> 12th highest indoor priority; 64% support development (23% strongly support, 41% somewhat)
Youth Survey	<ul style="list-style-type: none"> Indoor tennis was the 19th indoor priority of youth (11%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Indoor tennis courts were the 20th priority of groups (5%)
Trends and Leading Practices	<ul style="list-style-type: none"> Tennis (and pickleball which uses tennis courts) participation is increasing Multiple use racquet courts can work under appropriate conditions

There is one City operated facility at the Fieldhouse (primarily used for indoor tennis). In 2015, there were 11,712 rentals hours for racquet courts at the Fieldhouse. There are also a number of indoor racquet court facilities and school gyms and City operated gyms available in the city for activities such as pickleball, squash, and racquetball.

Dedicated indoor racquet court facilities are not typically provided by municipalities. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. Indoor racquet court areas in major metropolitan areas are sometimes provided by non-profit groups in partnership with local municipalities; they are not always owned and operated by municipalities. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. As such, initiation of future development is not recommended and there is no recommended service level. The City will consider offering public support to partner-driven indoor racquet court projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover. The City should also continue to offer and enable the use of multipurpose gymnasium spaces for indoor racquet activities such as badminton and pickle ball where able.

Outdoor Amenity: Outdoor Pools

Current Service Level

1 outdoor pool for every
43,021 residents

Strategic Action

Reduce quantity/service level,
but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Outdoor pools: 10th outdoor priority; 84% support development (45% strongly support, 39% somewhat)
Youth Survey	<ul style="list-style-type: none"> Top youth priority (44% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 20% of group survey respondents would like to see enhancements to outdoor pools (5th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Outdoor pools per capita have declined in each of the past six decades in Canada

The City owns and operates 5 outdoor pools with an average age of 64 years, providing low cost swimming opportunities for all city residents.

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City:

- Provide a city-wide outdoor facility in Wascana Park (replace) with a variety of aquatic and non-aquatic play amenities as well as perform minimal lifecycle investments to Dewdney and Maple Leaf Pools and maintain the other two outdoor pools.
- Provide outdoor pools in the north, central and south areas, as well as spray pad facilities throughout the city at community and neighbourhood destination facilities where possible.

A 2014 Administrative Report on Outdoor Pools reviewed five options and determined that a decision on the future of outdoor pools be deferred to the 2018 Recreation Facility Master.

When compared to other major Canadian cities, Regina provides outdoor pools at a rate of 1 pool for every 43,021 residents; whereas the rate of the average is 1 pool for every 93,825 residents. Existing outdoor pools cost \$881,247 per year, including programming. The estimated replacement value of the 5 outdoor pools is \$11 M, as is, and a modernized replacement value could be higher than \$35M.

There were over 95,000 visits (total) to the City's five outdoor pools in 2017, 33,179 of which were free drop-in visits.

Aquatics are one of the most important recreation services a municipality can provide. They cater to a broader cross section of the public than any other recreation amenity, deliver a broader range of benefits, and are supported by the vast majority of citizens. Currently, the City of Regina outdoor aquatics centres do not meet the needs and expectations of residents for modern leisure aquatics and program/fitness aquatics. Equitable access to outdoor pools in the city enables all residents the ability to participate in outdoor swimming for fun, to connect with community, and to develop life skills. Outdoor pools also provide financially accessible swimming opportunities in some areas of the city. Outdoor aquatics facilities should be maintained and refreshed on a regular basis. When outdoor pools reach the end of functional lifespan and a reduction of overall inventory is required to meet service level targets, they should be replaced with increased indoor pool capacity, spray pads at the community and city-wide level, or reduce service levels.

Existing facilities are aging, in need of replacement, do not meet modern user expectations, and will require significant investment. Due to these reasons, **it is recommended that the City reduce service levels but enhance the quality of experiences at outdoor pools**, reducing service levels and diverting existing uses to higher quality, more cost-effective facilities. This will be done, first by providing a new city-wide outdoor facility in Wascana Park with a variety of aquatic and non-aquatic play amenities. Two of the four remaining pools, will need to be reinvested in over the next ten years. Decisions will be delayed on retaining the final two pools as long as possible, until they must be closed. Thus, what is currently provided in five pools will be collapsed into three that better serve the entire city. It is also recommended that the City accommodate all needs for summer aquatics to higher quality replacement facilities (see spray pads and expanded indoor pool capacity, and three rebuilt outdoor pools).

Outdoor Amenity: Spray Pads

Current Service Level

1 spray pad for every 14,340 residents

Strategic Action

Reduce quantity/service level, but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Spray parks are the 8th outdoor priority; 85% support development (49% strongly support, 36% somewhat)
Youth Survey	<ul style="list-style-type: none"> 2nd youth priority (36% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 16% of group survey respondents would like to see enhancements to water spray parks (9th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Re-circulating spray parks are more efficient, leisure aquatics focus for outdoor pool development

There are currently 15 City-operated spray pads in Regina with an average age of 22 years, providing low cost aquatic opportunities for city residents. A majority of these spray pads are not built to modern spray pad user expectations.

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City provide outdoor pools in the north, central and south areas, as well as spray pad facilities throughout the city at community destination and neighbourhood hub facilities where possible.

Existing spray pads cost a total of approximately \$61,000 annually. The estimated replacement value of the 15 spray parks is \$3.0 M, as is, and a modernized replacement value would be at least \$7.5M.

Currently, spray pads are maintained and refreshed on a regular basis. When spray pads reach the end of useful life and reduction of overall inventory is required to meet service level targets they should be replaced with other needed and accessible recreation amenities. Currently, many of the older spray pads do not meet modern user expectations. Larger, more modern spray pads (with more leisure amenities, support spaces such as parking, picnic areas, and washroom facilities) generally experience much higher rates of use. Therefore, it is recommended that the future service level be reduced to 1/45,000 whereby larger, more attractive spray pads can provide a critical mass of opportunities. The City should gradually reduce the number of spray pads, trading quantity for quality, with larger spray pads at the community level rather than many smaller ones at the neighbourhood level. Specifically, the City will aim to add at least four new community level spray pads to better accommodate respite from summer heat and water orientation for toddlers and provide enhanced destination outdoor water play experiences.

Outdoor Amenity: Athletic Fields

Current Service Level

1 dedicated athletic field for every 3,600 residents

Strategic Action

Maintain service level and enhance quality

The City operates 3 classes of 60 dedicated sports fields and allows approximately 48 other passive park spaces to be booked for field use.

In 2017, there were 45,687 hours booked at all fields, 36% of which were at Class 4 fields which are passive park spaces that the City has allowed groups to book and use; they are not dedicated athletic fields. The most utilized fields are rented over 1,000 hours/year and three user groups used over 2,200 hours per year. Class 3 fields account for 27% of the bookable sports field inventory and accommodated 50% of all bookings in 2017.

Dedicated athletic fields are provided by the City of Regina to meet the needs of organized sport groups and are available for spontaneous resident use. Where possible, dedicated athletic fields should be consolidated at multi-field sites at the Community level with support amenities that support tournament and league play. It has been shown that the quality of fields is very important to user groups and use of poorest quality fields is low (higher quality fields get disproportionately more use). Therefore, it is recommended that the City maintain the future service level to a target of 1 athletic field per 3,600 residents, and enhance quality. Specifically, the City can use existing booking information to identify fields that are not being well used due to poor quality, and invest in them to increase use. The City can also continue to work with developers to provide new fields at the approved service level. The City should consider the development of artificial turf facilities to enhance the quality of dedicated athletic fields throughout Regina. The City should also develop a more detailed approach to dedicated athletic field provision and allocation. It is also important to note that there is currently a lower rate of dedicated athletic field provision in the central area of the city when expected development occurs. This gap should be considered when developing new dedicated athletic fields.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Sports fields (grass) were the 6th outdoor priority; 86% support development (52% strongly support, 34% somewhat) Sports fields (artificial turf): 22nd outdoor priority; 60% support development (21% strongly support, 39% somewhat) Support amenities for sports fields: 1st outdoor priority; 93% support development (58% strongly support, 35% somewhat)
Youth Survey	<ul style="list-style-type: none"> Sports fields (grass) were the 9th youth priority (25% of youth surveyed) Sports fields (artificial turf) were the 13th youth priority (16% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 20% of group survey respondents would like to see enhancements to grass sports fields (5th outdoor priority); 11% support artificial turf
Trends and Leading Practices	<ul style="list-style-type: none"> New and emerging recreation/sport interests are competing for field time Artificial turf is demanded by some sports and becomes more cost effective than grass pitches Demand for high quality fields is strong Multi-field facilities are ideal for tournament hosting and league play

Outdoor Amenity: Cricket Pitches

Current Service Level

2 cricket pitches in Regina (with another currently being developed)

Strategic Action

Increase provision, both quantity and quality

There are currently two cricket pitches in Regina with a third one to be brought online in 2019.

The City's two cricket pitches experience high levels of utilization.

Cricket pitches are currently provided by the City of Regina to meet the needs of organized sport groups and are available for spontaneous resident use. Where possible, cricket pitches should be consolidated at multi-field sites at the Community level with support amenities that support tournament and league play. Current inventory and utilization levels suggest excess demand exists but provision at a Community level is not warranted based on existing demand levels, thus it is recommended that cricket pitches be provided at the city-wide level and quantities increased eventually to a target service level of 1/45,000. The City should consider cricket pitches when looking in more detail at the approach to dedicated athletic field provision.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Cricket pitches are the 23rd outdoor priority; 59% support development (18% strongly support, 41% somewhat) Support amenities for sports fields: 1st outdoor priority; 93% support development (58% strongly support, 35% somewhat)
Youth Survey	<ul style="list-style-type: none"> Cricket pitches were the 23rd youth priority (3% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Cricket pitches were the 21st group priority (5% of groups surveyed)
Trends and Leading Practices	<ul style="list-style-type: none"> Recreation is a medium for social integration and inclusion New and emerging recreation/sport interests are competing for field time from traditional activities

Outdoor Amenity: Ball Diamonds

Current Service Level

1 ball diamond for every
1,325 residents

Strategic Action

Reduce quantity/service level,
but enhance quality

The City operates 5 classes of 163
bookable ball diamonds.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Ball diamonds were the 15th outdoor priority; 76% support development (37% strongly support, 39% somewhat) Supporting amenities for sports fields was the 1st outdoor priority; 93% support development (58% strongly support, 35% somewhat)
Youth Survey	<ul style="list-style-type: none"> Ball diamonds were the 18th youth priority (11% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 10% of group survey respondents would like to see enhancements to ball diamonds (17th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Adult slo-pitch participation remains strong Multi-diamond sites with amenities (parking, concession, camping) are in demand for tournament use

In 2017, there were 71,000 hours booked at all diamonds and the most utilized diamond was rented for 2,201 hours. Ten user groups used over 1,500 hours per year. Booked hours at ball diamonds increased by 25% from 2013 to 2017.

Ball diamonds are provided by the City of Regina to meet the needs of organized sport groups and are also available for spontaneous resident use. Where possible, ball diamonds should be consolidated at multi-diamond sites at community level parks with support amenities that support tournament and league play. The quality of ball diamonds is very important to user groups and use of the poorest quality of diamonds is low. Therefore, it is recommended that the City generally upgrade the quality of diamonds as higher quality diamonds get disproportionately more use. Future service levels will be reduced to 1/2,500, trading quantity for quality, using utilization data to identify the least used diamonds and, decommissioning them. In the long-term future, it is recommended that the City work with developers to provide new diamonds as population growth drives more need for diamonds and look at developing a ball diamond strategy to further refine the preceding recommendations. For future investment in high performance ball diamond facilities, the City should consider partnerships but not initiate development on their own.

Outdoor Amenity: Playgrounds

Current Service Level

1 playgrounds with accessible elements within about 800m of each residence; with larger catchment areas in isolated cases involving low density areas. There is 1 accessible playground for every 72,000 residents

Strategic Action

Increase provision of accessible playgrounds, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Playgrounds were the 2nd outdoor priority; 92% support development (68% strongly support, 24% somewhat)
Youth Survey	<ul style="list-style-type: none"> Playgrounds were the 10th youth priority (20% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 21% of group survey respondents would like to see enhancements to playgrounds (4th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Nature themed playgrounds are popular Adult and “adventure” play parks are being publicly provided

There are currently 170 City-owned playgrounds in Regina that are accessible or have accessible elements.

Playgrounds should be provided by the City of Regina within reasonable walking distance to all residents. More accessible playgrounds will meet modern accessibility standards and provide access for all residents. Accessible playgrounds will be provided to serve broader resident markets where feasible, more likely at the community level. The City will target 1 playground with accessible elements within 800m of each residence and a service level of one accessible playground for every 45,000 residents. The City should gradually develop additional fully accessible playgrounds to meet the recommended future service level. The City should maintain the provision of playgrounds with accessible elements (within 800m)

Outdoor Amenity: Outdoor Rinks

Current Service Level

1 outdoor rink within 3km of residences

Strategic Action

Reduce quantity/service level,
but enhance quality

There are currently 60 outdoor rinks at
40 locations in Regina.

Pertinent Engagement and Research Results	
Household Survey	• N/A
Youth Survey	• N/A
Stakeholder Survey and Interviews	• 13% of group survey respondents would like to see enhancements to outdoor basketball/courts (12th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> • Spontaneous leisure skating opportunities are in demand • Outdoor rinks provide opportunity to participate outdoors during the winter months • Skating trails and enhanced outdoor skating experiences are emerging

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City provide outdoor skating experiences in a well distributed manner throughout the city in conjunction with community destination facilities and neighbourhood hub facilities. In addition, it was recommended that a plan be developed to provide a combination of boarded and non-boarded skating rinks preferably within 2.5 to 3.0 km of most households and provide three destination pleasure skating sites for city-wide use.

In 2017, there were 5,482 hours booked at outdoor rinks and 20 of 60 outdoor rinks were booked at least once.

The City of Regina provides outdoor rinks to enable residents to skate and play ice sports for fun, to connect with others and to be outside in the winter months. However, overall, less quantity is justified based on current use. Outdoor skating needs have changed since most rinks were developed and outdoor skating is extremely weather dependent. A more diverse range of higher quality skating experiences are required. Thus, the City should target service levels of 1 outdoor rink within 3 km of almost all residences, including boarded and non-boarded skating rinks. The City should consider a destination linear skate trail in conjunction with an existing trail. By decreasing quantity but enhancing quality, the City will provide outdoor skating experiences in a well distributed manner throughout the city in conjunction with community destination and neighbourhood facilities.

Outdoor Amenity: Outdoor Skateboard Parks

Current Service Level

1 skateboard park for every 72,000 residents

Strategic Action

Increase provision, both quantity and quality

Regina currently has 3 skateboard parks plus 1 skateboard pod.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Skateboard parks were the 17th outdoor priority; 76% support development (24% strongly support, 52% somewhat)
Youth Survey	<ul style="list-style-type: none"> Outdoor skateboard parks were the 12th youth priority (17% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 4% of group survey respondents would like to see enhancements to skateboard parks (23rd outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Skateboard participation remains strong Use of skateboard parks for other activities (bikes, scooters, etc.) has changed the nature of use and design requirements for skateboard parks Skateboarding will be introduced as a new Olympic sport in 2020

In 2010, it was recommended (2010 Recreation Facility Master Plan) that the City provide outdoor skateboard facilities and elements strategically located throughout the city as well as work with developers to provide skateboard facilities in new community level parks (Phase II) and create new skateboard elements in parks and near neighbourhood hub facilities.

Currently, not all communities within the city have access to an outdoor skateboard park. Providing one or two more skateboard parks will make access more equitable. It is recommended that the City provide outdoor skateboard facilities and elements strategically located throughout the city, work with developers to provide skateboard facilities in new community destination, and create some new skateboard elements in parks and near neighbourhood destination facilities. The City should target a provision ratio of 1/45,000 in the future.

Outdoor Amenity: Outdoor Speed Skating Oval

Current Service Level

1 major centre to serve the entire city

Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	• N/A
Youth Survey	• N/A
Stakeholder Survey and Interviews	• N/A
Trends and Leading Practices	• Outdoor speed skating remains constant or in decline in most Canadian winter cities

There is currently one outdoor speed skating oval in Regina.

The City of Regina provides an outdoor speed skating oval for both community recreation and competition purposes. There is no evidence (via engagement, trends, or utilization statistics) that more outdoor speed skating ovals are required, thus no new outdoor speed skating ovals are recommended and the future service level will remain constant at one major centre to serve the entire city. If and when new indoor ice surfaces are provided, the City can ensure that they can also optimally accommodate indoor short track speed skating (i.e. sufficient storage space for padding).

Outdoor Amenity: Lawn Bowling Spaces

Current Service Level

The City owns one lawn bowling facility in Regina which is operated by a non-profit group.

Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	• N/A
Youth Survey	• N/A
Stakeholder Survey and Interviews	• N/A
Trends and Leading Practices	• N/A

There is currently one multi-green facility in Regina operated by a non-profit group.

Lawn bowling facilities are not typically directly owned and operated by municipalities in most major metropolitan areas. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. The City owns one lawn bowling facility in Regina which is operated by a non-profit group. Future investment in this facility will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment.

Outdoor Amenity: Outdoor Racquet Sports Areas

Current Service Level

1 outdoor racquet sports area
for every 5,100 residents

Strategic Action

Reduce quantity/service level,
but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Outdoor tennis courts were the 19th outdoor priority; 69% support development (23% strongly support, 46% somewhat)
Youth Survey	<ul style="list-style-type: none"> Outdoor tennis courts were the 20th youth priority (9% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 4% of group survey respondents would like to see enhancements to tennis courts (22nd outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Pickleball participation is increasing Multiple use racquet courts can work under appropriate conditions

There are 42 tennis courts in Regina's inventory at 18 sites. Thirteen (13) of which are made of a synthetic surface and 29 have an asphalt surface. Twenty-nine (29) of these are suitable for pickleball. In 2015 operating costs were \$23,000 and in 2016 costs were \$32,670. Replacement costs are \$110,000 for a double asphalt court site and \$200,000 for a double synthetic court site.

In 2017, there were 1,747 hours booked in outdoor racquet sports areas. The tennis courts at Lakeview Park and Douglas Park were the most booked in 2017 with 750 and 475 booked hours respectively.

The City of Regina provides outdoor racquet court areas to support both spontaneous use and organized sport groups. Outdoor tennis courts are not being fully used (especially the lower quality ones) and there are other sports that could be accommodated on underutilized courts. Pickleball is an emerging sport with increasing participation numbers. It is recommended that future service levels be reduced to a target of 1/6,000; therefore, there will be a focus on decreasing quantity but enhancing quality. The City should repurpose some existing tennis courts to accommodate pickleball based on analysis of utilization, user consultation and geographic location considerations. For multi-court, competitive venues the City should consider partnering but not initiate development.

Outdoor Amenity: Outdoor Picnic Sites

Current Service Level

1 outdoor picnic area for every
14,300 residents

Strategic Action

Increase provision, both quantity
and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Picnic areas were the 8th outdoor priority; 85% support development (49% strongly support, 36% somewhat) Passive parks were the 5th outdoor priority; 88% support development (57% strongly support, 31% somewhat)
Youth Survey	<ul style="list-style-type: none"> Outdoor picnic areas were the 8th youth priority (25% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 15% of group survey respondents would like to see enhancements to picnic sites (10th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Outdoor social gathering areas are key to connecting community and animating parks

There are currently 15 bookable picnic sites throughout Regina. The picnic site at Kiwanis Park was booked on 42 occasions for 183 hours in 2017. Rick Hansen Park's picnic site was booked for 137 hours on 26 occasions.

City of Regina outdoor picnic areas enable residents to gather, socialize and connect with each other and nature throughout the entire year. There are consistent demonstrations of support for outdoor picnic areas via public engagement and picnic sites provide low cost recreation opportunities for residents to socialize and connect. It is recommended that the City add to existing inventory to meet future service level targets of 1/10,000.

Outdoor Amenity: Off Leash Dog Parks

Current Service Level

1 off leash dog park for every 107,553 residents

Strategic Action

Increase provision, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Dog off leash parks were the 18th outdoor priority; 75% support development (38% strongly support, 37% somewhat)
Youth Survey	<ul style="list-style-type: none"> Dog off leash parks were the 4th youth priority (28% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 10% of group survey respondents would like to see enhancements to dog off leash parks (16th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Off leash dog parks are in demand Support amenities (dog wash, parking, vendors, etc.) and areas for small/large dogs are leading practices

There are currently two dedicated off leash dog parks plus five seasonal areas in Regina.

The City of Regina provides off leash dog areas to enable dog owners and their pets to gather and socialize at the Community level. There is much more demand than can be currently met in existing parks. To provide equitable access, one park needs to be provided in each zone. It is recommended that the service level for off leash dog parks be increased to 1/45,000. The City should work with the development community to add dedicated off leash dog parks to meet future service level targets. In 2018 City Council approved plans to develop three additional off leash dog parks in developing areas of the city. One in the north/northwest, one in the south, and one in the east. It is recommended that this would be an adequate service level (one off leash dog park per 45,000).

Outdoor Amenity: Multi-use Pathways

Current Service Level

Connections and linkages intersect the city

Strategic Action

Increase provision, both quantity and quality

City of Regina multi-use pathways connect the city. Multi-use pathways enable residents to be active and healthy and facilitate the concept of active transportation. Multi-use pathways are a free recreation opportunity accessed by a broader cross section of residents than any other type of recreation amenity.

Completing the multi-use pathways system will increase access and use and have utilitarian benefits (e.g. active transportation). The future recommended service level of completing connectivity throughout the city will be achieved by implementing trail planning, development, and maintenance protocols recommended in the Transportation Master Plan.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Shared use trail network/system were the 3rd outdoor priority; 88% support development (57% strongly support, 31% somewhat) Hiking/walking amenities were the 7th highest priority (86% strongly or somewhat support)
Youth Survey	<ul style="list-style-type: none"> Hiking/walking amenities and multi-purpose pathways were the 15th and 22nd youth priorities (15% and 5% of youth surveyed, respectively)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> Hiking/walking amenities and shared use trail network/system were the 13th and 14th top priorities of groups (12% each)
Trends and Leading Practices	<ul style="list-style-type: none"> Walking jogging/biking multi-purpose pathways are the most popular recreation amenities in Regina and in most communities and are growing in popularity Properly designed network enables active transportation Themed trails and training features (outdoor fitness equipment, well-marked our trail distances) are in demand

Outdoor Amenity: Passive Park Spaces

Current Service Level

1 within approximately 800 m of every residence

Strategic Action

Increase provision, both quantity and quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Passive parks were the 5th outdoor priority; 88% support development (57% strongly support, 31% somewhat)
Youth Survey	<ul style="list-style-type: none"> N/A
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> N/A
Trends and Leading Practices	<ul style="list-style-type: none"> Use of passive areas is growing in Regina and in most Canadian cities Use of passive parks is common among new Canadians as a family gathering space

Passive park spaces are provided by the City in all categories of parks to enable spontaneous use, interaction with nature, and social gathering throughout the entire year. All existing and new park spaces should include both active and passive use areas. Passive park spaces provide low/no cost opportunities for residents to connect with nature. It is recommended that the City maintain the service level and work with developers to meet a future service level target of 1 passive park space within 800 m of every residence.

Outdoor Amenity: Outdoor Basketball Courts

Current Service Level

1 court for every 7,500 residents

Strategic Action

Reduce quantity/service level,
but enhance quality

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Outdoor basketball/court sports were the 11th outdoor priority; 81% support development (38% strongly support, 43% somewhat)
Youth Survey	<ul style="list-style-type: none"> Outdoor basketball/courts were the 5th youth priority (28% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 13% of group survey respondents would like to see enhancements to outdoor basketball/courts (12th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Spontaneous use amenities for all ages are in demand

There are currently 29 outdoor basketball courts in Regina, many on joint use sites. All City of Regina outdoor basketball courts are available on a first-come, first-serve basis.

Outdoor basketball court spaces provided by the City of Regina facilitate spontaneous activities and accommodate all ages and abilities. There is no evidence (via engagement, trends, or utilization statistics) that more outdoor basketball court are required. It is recommended that the future service level be reduced to 1/10,000. By decommissioning some outdoor basketball courts to meet future service level targets the City can decrease quantity but enhance quality of outdoor basketball courts. The City will also continue to add outdoor basketball court spaces to newly developing areas.

Outdoor Amenity: Boating Facilities

Current Service Level

None

Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Boating facilities: 16th outdoor priority; 76% support development (36% strongly support, 40% somewhat)
Youth Survey	<ul style="list-style-type: none"> Boating facilities were the 17th youth priority (13% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 7% of group survey respondents would like to see enhancements to boating facilities (19th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Access to the water and the waterfront is key for communities that have significant water features

Boating facilities are valued recreation amenities but are not always provided directly by local municipalities; in many cases partnerships exist for the operations of boating facilities. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. Boating facilities are not typically provided by municipalities, however, specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. There are non-motorized boating activities supported in Wascana Park including a rowing and paddling club. The lake is also a site for recreational canoe and kayak participants.

Outdoor Amenity: Sand/Beach Volleyball Courts

Current Service Level

1 court for every 21,500 residents

Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Sand/beach courts were the 20th outdoor priority; 63% support development (22% strongly support, 41% somewhat)
Youth Survey	<ul style="list-style-type: none"> Sand/beach courts were the 6th youth priority (28% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 6% of group survey respondents would like to see enhancements to sand/beach courts (20th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Beach court areas in parks can be used for active and passive play as well as sport

There are currently 10 sand/beach volleyball courts at the Regina Rugby Club and 3 more at the University of Regina.

Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. Beach volleyball courts are currently provided in Regina by non-profit partners with limited public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. It is recommended that the City not initiate future development but consider offering public support to partner-driven sand/beach court projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Outdoor Amenity: Community Gardens

Current Service Level

1 for every 19,500 residents

Strategic Action

Consider partnering, but do not initiate development

There are currently 11 community gardens operated in partnerships, 8 of which are on City land.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Community gardens were the 4th highest priority of households with 88% support (59% strongly, 29% somewhat)
Youth Survey	<ul style="list-style-type: none"> Community gardens were the 19th outdoor priority of youth (9%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 25% of group survey respondents suggested that community gardens should be invested in (3rd priority).
Trends and Leading Practices	<ul style="list-style-type: none"> The popularity of community gardens is increasing throughout western Canada Connecting to nature and agricultural food security are also trending as program/strategic focus areas of municipalities

Community gardens are an important recreation amenity and are typically provided through partnerships between municipalities and non-profit groups. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. Community gardens are currently provided in Regina by non-profit partners with limited public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. It is recommended that the City not initiate future development and consider offering public support to partner-driven community garden projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Outdoor Amenity: Bike Parks (BMX, Mountain Bike)

Current Service Level

1 bike park operated in partnership

Strategic Action

Consider partnering, but do not initiate development

There is currently one bike park in Regina, operated in partnership.

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Bike parks were the 14th highest outdoor priority of households: 77% support development (33% strongly, 44% somewhat)
Youth Survey	<ul style="list-style-type: none"> Bike parks (BMX, mountain bike) were the 3rd highest outdoor priority of youth (29%)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 9% of group survey respondents suggested that bike parks (BMX, mountain bike) should be invested in (18th priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Bike parks and other extreme sports venues are being provided by municipalities Use of skateboard parks for BMX is not ideal can deteriorate facilities at a faster rate than traditional skateboard

Bike parks are typically provided through partnerships between municipalities and non-profit groups; they are not typically owned and operated by municipalities. Thus, future provision of space will be dependent upon the engagement of partner service providers and may, or may not, warrant public investment. A bike park is currently provided in Regina by non-profit partners with limited public support. Specialized facilities such as this are valuable if partnerships are available to leverage and justify public investment. It is recommended that the City not initiate future development and consider offering public support to partner-driven bike park projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Outdoor Amenity: Outdoor Fitness Equipment

Current Service Level

There is one location for the entire city

Strategic Action

Consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein

Pertinent Engagement and Research Results	
Household Survey	<ul style="list-style-type: none"> Outdoor fitness equipment was the 21st outdoor priority; 52% support development (29% strongly support, 33% somewhat)
Youth Survey	<ul style="list-style-type: none"> Outdoor fitness equipment was the 16th youth priority (13% of youth surveyed)
Stakeholder Survey and Interviews	<ul style="list-style-type: none"> 14% of group survey respondents would like to see enhancements to outdoor fitness (11th outdoor priority)
Trends and Leading Practices	<ul style="list-style-type: none"> Outdoor fitness equipment along trail systems and adjacent to playgrounds offers residents a convenient way to be active

There is currently one outdoor fitness location with 13 pieces of equipment in Regina.

Outdoor fitness equipment is provided by the City of Regina to enhance resident wellbeing and further animate recreation spaces throughout the entire year. Outdoor fitness equipment provides low cost recreation opportunities, but so far has not been widely used when provided. Therefore, it is recommended that the City not initiate future development and the future service level should be no more than one per community, where partners believe they are necessary (1/45,000). The City should consider offering public support to partner-driven projects via the Recreation Infrastructure Planning Process and Partnering Framework outlined herein and under separate cover.

Further to the amenity strategies outlined, outdoor recreation amenities are located in City owned park spaces. The City has a hierarchy of types of parks and open spaces which it manages. The following chart summarizes key aspects of the outdoor amenity strategies presented and explains where each is best sited within the parks and open space system.

Amenity	Type	Existing Service Level (Population or Geographic Based)	Target Service Level (Population or Geographic Based)	Appropriate Siting			
				City-wide (Municipal) Facilities	Community Destination Facilities (Zone Level)	Neighbourhood Destination Facilities	Neighbourhood Parks
Outdoor Pools	Primary	1/43,021	1/75,000	✓			
Spray Pads	Primary	1/14,340	1/45,000	✓	✓		
Athletic Fields (dedicated)	Primary/ Secondary	1/3,600	1/3,600		✓	✓	✓
Cricket Pitch	Primary/ Secondary	1/107,553	1/45,000	✓	✓	✓	
Ball Diamonds	Primary/ Secondary	1/1,325	1/2,500	✓	✓		
Playgrounds with Accessible Elements	Primary	800m	800m	✓	✓	✓	✓
Accessible Playgrounds	Primary	1/72,000	1/45,000	✓	✓	✓	
Outdoor Rinks	Primary/ Secondary	3km	3km	✓	✓	✓	
Outdoor Skateboard Parks	Primary/ Secondary	1/72,000	1/45,000	✓	✓	✓	
Outdoor Speed Skating Oval	Primary/ Secondary	1/Population	1/Population	✓			
Lawn Bowling Areas	Secondary/ Tertiary	N/A	N/A	✓			
Outdoor Racquet Sports Areas (Tennis/Pickleball)	Primary/ Secondary	1/5,100	1/8,000		✓	✓	
Outdoor Picnic Sites	Primary	1/14,300	1/10,000	✓	✓	✓	✓
Off Leash Dog Parks	Primary	1/105,000	1/45,000	✓	✓		
Multi-use Pathways	Primary	N/A	N/A	✓	✓	✓	✓
Passive Park Spaces	Primary	N/A	800m	✓	✓	✓	✓
Outdoor Basketball Court Spaces	Primary/ Secondary	1/7,500	1/10,000	✓	✓	✓	
Boating Facilities	Secondary	N/A	N/A	✓			
Community Gardens	Secondary	1/19,000	N/A	✓	✓	✓	
Sand/Beach Volleyball Courts	Secondary	1/19,500	N/A	✓	✓		
Outdoor Fitness Equipment	Secondary	N/A	N/A	✓	✓	✓	

Amenity Strategy Summary

The key outcomes of the indoor and outdoor amenity strategies presented can be summarized into five categories of strategic action:

1. Increase provision, both quantity and quality, of indoor aquatics facilities, off leash dog parks, picnic sites, accessible playgrounds, cricket pitches, dedicated athletic fields, and outdoor skate parks/pods.
2. Reduce quantity but enhance quality of indoor ice arenas, ball diamonds, outdoor racquet court areas, outdoor basketball court spaces, outdoor pools, and spray pads.
3. Consider partnering but do not initiate the development of indoor fields, community gardens, bmx/bike parks, curling rinks, indoor climbing walls, indoor skate parks, gymnastics spaces, and indoor racquet sport facilities.
4. Consider developing indoor fitness/wellness facilities, indoor playgrounds, and arts and culture program spaces when appropriate opportunities exist (developing new or repurposing of existing recreation amenities).
5. For all other categories of amenities, consider supporting in some way projects proposed by others only when it makes sense to do so using the partnership process proposed herein.

Recommendation #5: Follow the recreation amenity strategies outlined as resources permit.

Alignment with A Framework for Recreation in Canada and the OCP



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Recreation Amenity Action Plan

Considering the recreation amenity priorities, and strategies for each recreation amenity, a future recreation amenity capital plan provides insight as to how the City can optimize effort and investment to provide the most impactful complement of recreation amenities in its network of recreation facilities and spaces.

In order to achieve the amenity strategies outlined while considering the amenity prioritization contained herein, the following action plan provides an approach to decommissioning existing spaces, investing in existing spaces, and developing new recreation facilities and spaces to meet current and future needs. This Action Plan is subject to funding approval and will be weighed against all other City of Regina capital priorities.

It should be noted that over and above each separate project, there is clear direction to generally invest in lifecycle maintenance through the Asset Management System until the facility condition indicates the need to replace an amenity. At this time, decisions would be made on whether to replace it (according to the service levels in the previous tables), and if so, with what kind of amenity. The projects in the following table are over and above this general direction.

It should also be clear that the following list does not include all the possible partnership initiatives or projects initiated by other public, non-profit or private sector organizations in the city that may or may not require City support or direct investment. These will be dealt with according to the process outlined in the previous section.

Actions related to secondary amenities—amenities not driven by the City—will need to react to partnership opportunities that emerge.

Proposed Amenity Action Plan

Amenity Project	Timeline
Indoor Amenities	
1. Increase city-wide indoor aquatics capacity to serve both leisure and competitive needs with complementary facilities	M
2. Phase out one or two single ice sheets that are approaching the end of their functional lifespan to reduce the supply of ice to the recommended service level (i.e. a more appropriate level)	S
3. Then, over time, add ice sheets as required to meet the new service level to respond to long term growth, but add them to create multiple ice sheet complexes	L
4. When new facilities are built, or existing are retrofitted, repurposed or expanded, consider adding multipurpose arts and cultural program spaces	O
5. When new facilities are built, or existing are retrofitted, repurposed or expanded, consider adding indoor playground spaces for children	O
Outdoor Amenities	
6. Develop a new city-wide outdoor aquatics amenity centrally located with a variety of aquatic and non-aquatic amenities	S
7. Develop a new cricket pitch somewhere in the City	S/M
8. Retrofit two of the existing outdoor pools such that there will be a total of three significant outdoor aquatic facilities in the city	M
9. Phase out and decommission a number of older spray pads that are redundant geographically and enhance the others such that there is one significant amenity in each zone	O
10. Maintain the provision of dedicated athletic fields, adding more with growth and enhancing the quality of existing inventory	O
11. Decommission and repurpose some ball diamonds and increase the quality of those that remain to gradually increase the overall quality of the fewer amenities to better meet all needs	O
12. Increase the number of fully accessible playgrounds such that there is one significant amenity in each zone	L
13. Decommission and repurpose some poorer quality, geographically redundant outdoor rinks and enhance those that remain, gradually shifting the inventory to higher quality combination boarded and non-boarded rinks at the zone level	O
14. Gradually develop one outdoor skatepark in each zone	L

Key to Table

S = Short Term; 3 – 5 years

M = Mid Term; 6 – 10 years

L = Long Term; 11 – 25 years

O = Ongoing; progress made annually

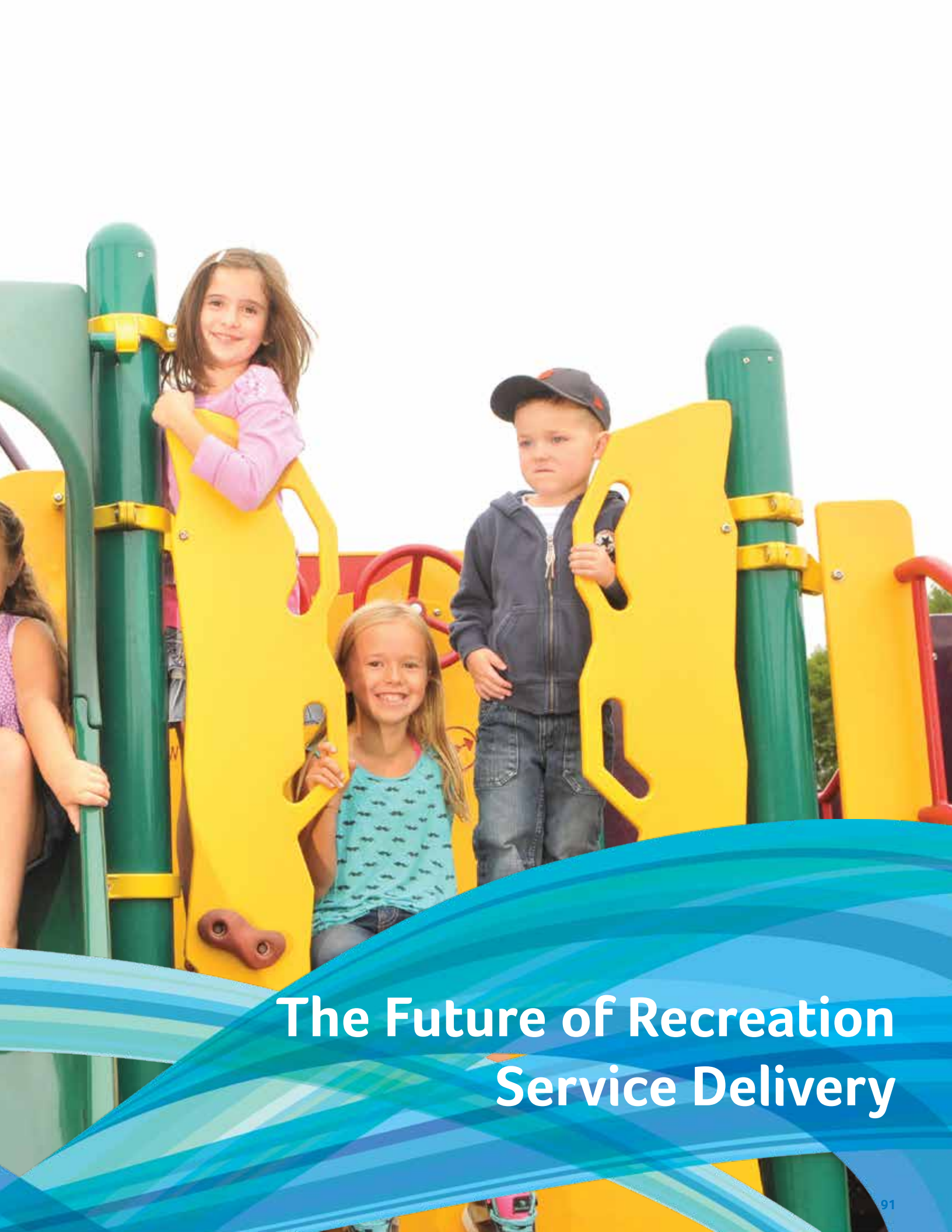
Amenity Project	Timeline
15. Negotiate with the Regina Lawn Bowling Club to divest City operation and maintenance of the facility	S
16. Decommission and repurpose some single and double tennis court installations, focusing instead of increasing the quality of the multicourt, multipurpose sites that remain at the zone level; repurposing some of the decommissioned ones for pickleball	O
17. Increase the number of picnic sites to sustain the service level through growth of the city	O
18. Add off leash dog parks to gradually reach the service level of one per zone	O
19. Complete trail connectivity through a variety of strategies, implementing the Transportation Master Plan as opportunities arise	O
20. Decommission and repurpose older, geographically redundant basketball courts, while increasing the quality of those that remain in multicourt sites at the zone level	O

Key to Table**S** = Short Term; 3 – 5 years**M** = Mid Term; 6 – 10 years**L** = Long Term; 11 – 25 years**O** = Ongoing; progress made annually



Having an action plan for recreation facilities and spaces, and the amenities within them, is vital for sustaining the benefits accrued from recreation in Regina; however, infrastructure is not the only aspect that needs to be considered. The recreation delivery system in the city is broader than infrastructure.

How the City provides programs, educates residents, works with partners, and builds capacity (among other considerations) throughout the entire system is important to strategically plan for to further recreation capacity and maximize benefits.



The Future of Recreation Service Delivery

SECTION 5: THE FUTURE OF RECREATION

Service Delivery

Recreation services are offered by the City of Regina in a variety of ways. Recreation service delivery is related to the inner workings of the City which leads to the deliberate animation of recreation facilities and spaces. This includes the planning and delivery of programs, the promotion of opportunities, and how the City interacts with its partners and users.

Animating Recreation Facilities and Spaces

Although utilization rates at, and satisfaction levels with, recreation facilities and services are good, there is opportunity to get more residents, more active, more often. In order to do so, the City **should ensure appropriate and needed environments for recreation are provided** (as discussed in the previous section) **and are available and accessible** to those who want to use them. Residents and groups must be **fully aware of opportunities available** to them and they should be **encouraged to take part** in recreation pursuits. If all the right spaces and opportunities are available and residents are motivated to utilize them, more fulsome benefit can be achieved throughout the community.

Provide
Appropriate
Environments

Make Sure Amenities
are Available and
Accessible

Ensure Residents are
Aware of Available
Opportunities

Encourage
Residents to
Participate

Ongoing Dialogue and Environmental Scan

In order to understand the types of recreational pursuits that residents want to participate in, and thus inherently the facilities and spaces those activities need to occur in, constant and thorough research and analysis is required. The State of Recreation Research Report (under separate cover) outlines a number of information sources as well as the findings of a multi-faceted public and stakeholder engagement process. The information presented depicts the current state of recreation services, infrastructure, and public preferences; it sets the stage for strategic planning and also provides valuable insight for those responsible for providing opportunities and operating facilities and spaces.

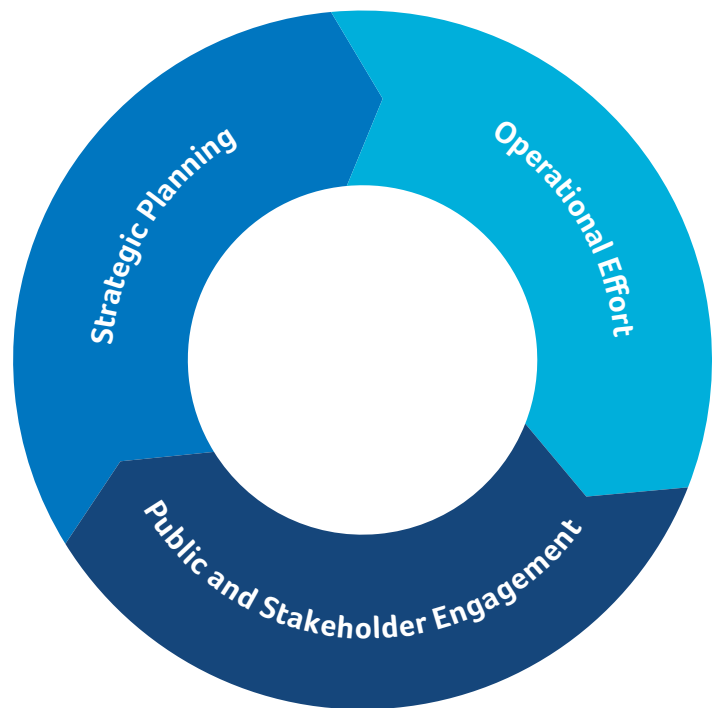
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Priority 1.4:

Inform recreation leaders about the importance of reducing sedentary behaviours, and enable them to explore and implement strategies and interventions that address this important public health issue.

In order for public investment to remain relevant and impactful, an ongoing conversation with recreation groups and the general public is necessary as well as constant research into recreation trends, benefits and leading practices.

The City should invest in a process to continuously identify new trends and leading practices as well as periodically dialog with the community regarding local recreation trends and preferences. This can be achieved through a combination of professional development for staff, dedicating staff to recreation research and analysis, and via the implementation of a multi-faceted, cyclical public and stakeholder engagement process.



Recommendation #6: Invest in recreation education and knowledge development through the recreation delivery system.

Alignment with A Framework for Recreation in Canada and the OCP



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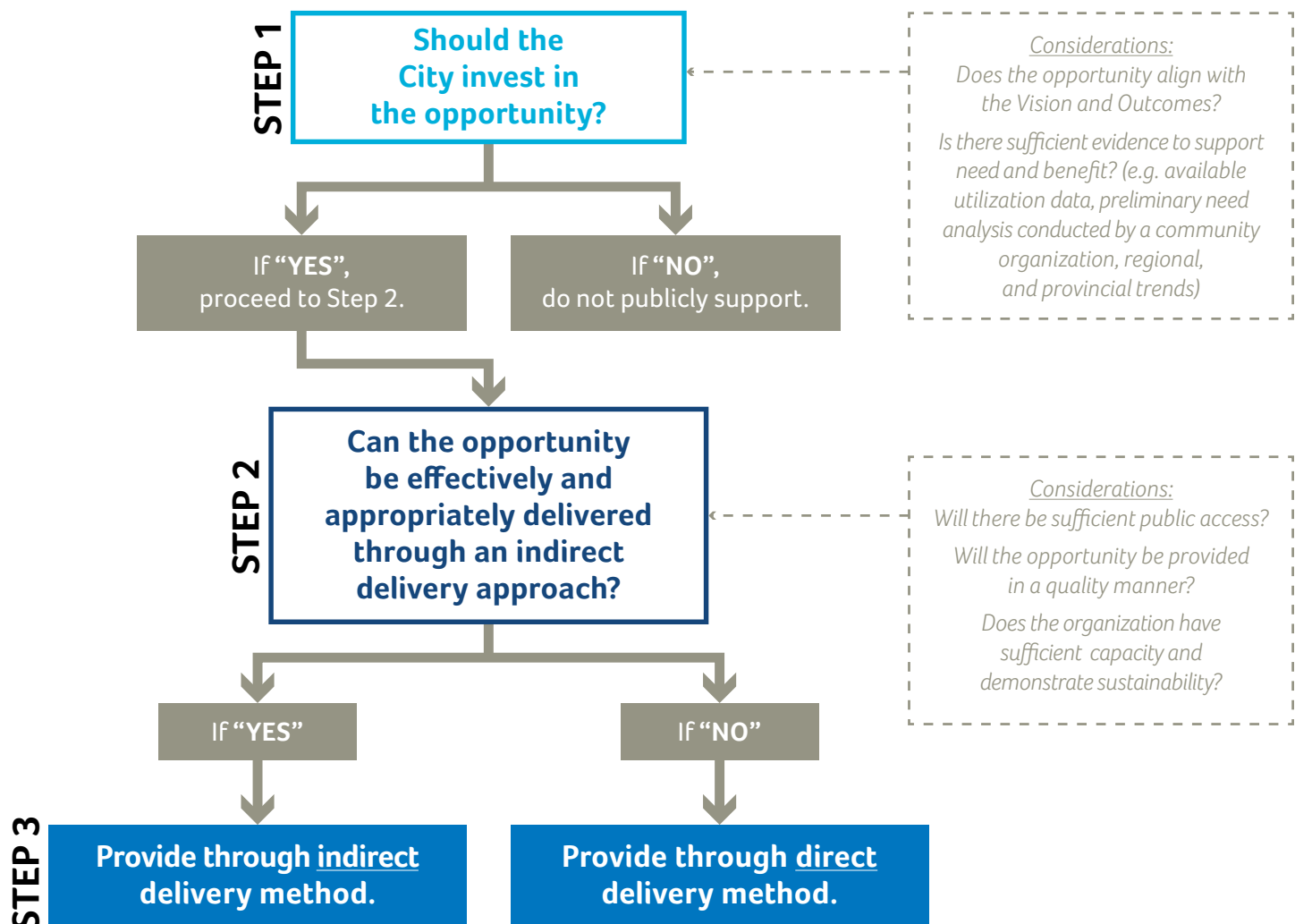


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Program Provision and Focus Areas

Recreational programs and opportunities available to residents are offered by the City directly (City staff providing opportunities) as well as indirectly (opportunities provided by non-profit groups or partners). The facilitation of direct and indirect programming in City recreation facilities and spaces is necessary to maximize utilization of the amenities and thus get the most benefit from public investment.

City staff currently offer programs where they have the facilities and spaces to do so and, for the most part, where the non-profit and private sectors are not interested in pursuing. This approach of “filling gaps” is prudent as it gives the City the flexibility to provide programs where demanded or needed while leveraging volunteer passion, expertise, and involvement where possible. The following image explains.



The City should use the decision making tool outlined while continuing to provide programs and opportunities through a combination of direct and indirect programming.

The animation of public recreation facilities and spaces is not just about providing structured programs and opportunities. A key development in public recreation over the past 15 years has been the enhanced provision of spontaneous, unstructured recreation opportunities. Leisure swimming, trail based activities, and fitness/wellness are all popular and important to getting more residents active, healthy, and connected to their communities. **The City should continue to offer a balance of both structured and unstructured recreation opportunities throughout its facilities and spaces.** This means having spaces, both indoor and outdoor, solely dedicated to spontaneous/unstructured pursuits (such as fitness centres and leisure pools) as well as protecting time in traditionally scheduled facilities for spontaneous activity to occur (such as blocking off public drop-in skate times at arenas).

Spontaneous or structured, the City should invest in the provision of recreation opportunities. The role of the City is not only to provide the spaces for activities to occur, it is also responsible for animating the spaces to ensure they create as much community and individual benefit as possible. **The City should budget appropriately for the animation of recreation facilities and spaces using a combination of direct and indirect delivery methods.**

As to the current types of programs and opportunities the City should focus on, the following list outlines potential program focus areas (some of which are already being offered by the City and others) that surfaced as priorities throughout the community engagement and research conducted for this Master Plan.

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Priority 1.2:

Incorporate physical literacy in active recreation programs for people of all ages and abilities. Physical literacy is recognized as a precondition for lifelong participation in and enjoyment of sport in the Canadian Sport Policy 2012.

Priority 1.3:

Support the child's right to play, and to participate freely and fully in "age-appropriate recreational experiences, cultural life, and artistic and leisure activities", as outlined in the United Nations Convention on the Rights of the Child.⁴² Enhance opportunities for children and youth to play outdoors and interact in nature in school, community and neighbourhood settings. Engage parents and provide safe, welcoming, low- or no-cost opportunities for families and multiple generations to experience the joy of spontaneous active play together.

It is important to note that as the information in the State of Recreation Research Report evolves and is revisited, these focus areas will undoubtedly change; these will likely remain a focus, but new needs will also emerge.

- Physical literacy programs for children
- Nature interaction programs for all residents during all four seasons
- Fitness programs for teens, adults, and seniors
- Sports programs for youth and teens
- Wellness programs for adults and seniors
- Targeting of and Engagement with newcomers to our community
- Opportunities for residents to participate outdoors during the winter months
- Opportunities for free play for children and all ages

Further to these focus areas, the State of Recreation Research Report engagement findings suggest that some demographics are under-served in regard to recreation programming. These population segments include people with disabilities, teenagers (13 – 19 years old), and seniors.

Collaboration

The City's intended outcomes for recreation investment and effort align with those of various other public and institutional organizations throughout the Regina region. Surrounding municipalities provide recreation facilities and spaces for the same rationale as the City does; in some cases even to the same user. The school system, although focused primarily on children and youth, strives for positive physical and mental development of children and youth. The Saskatchewan Parks and Recreation Association and the Government of Saskatchewan Ministry of Culture and Sport, as well as other provincial government departments such as health and justice, have a vested interest in enhanced physical activity levels. The City's volunteer community, including an extensive network of Community Associations and sport/interest groups, is actively engaged in the provision of recreation opportunities for all the same reasons the City of Regina is.

Recommendation #7: Continue to use both a direct and indirect approach to recreation program and opportunity delivery and focus on the areas outlined (and others as new information becomes available).

Alignment with A Framework for Recreation in Canada and the OCP



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Because the benefits of recreation are broad and the intended outcomes are important, there is significant opportunity for the City to collaborate with others in the provision of recreation facilities and spaces, the animation of those spaces, and the overall delivery of recreation services.

When contemplating the provision of a new recreation amenity or program, the City should always explore ways to collaborate with other like-minded organizations or initiatives. The formal protocol and structure as to how collaboration might occur is further discussed in the partnership section of this Master Plan but it is important to instill a spirit of collaboration throughout the organization in the provision of public recreation into the future.

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Priority 4.8:

Adopt a strategic approach to community building that features alignment and collaboration with other community initiatives (e.g. Age-Friendly Communities, Healthy Cities/Communities, Community Food Centres).

Recommendation #8: Collaborate with other groups wherever possible in the implementation of this Master Plan and other aspects of recreation service delivery.

Alignment with A Framework for Recreation in Canada and the OCP



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Inclusion and Access

Recreational activity is a catalyst in striving towards more connected and welcoming communities. Recreational sports and other pursuits can be undertaken regardless of ethnicity, language, ability, or gender identity. Groups of residents taking part in a similar activity can create a bond between those who might not normally have one. Since residents choose to participate in certain activities, freedom of choice and the comradery of similar interests can be a medium for positive interaction amongst residents. Newcomers can learn about and develop pride in their new community and create initial community connections with others of similar interests. Community members with specific abilities and interests can identify with others who share the same passions and motivations.

As recreation opportunities are a great medium for social inclusion to occur, **the provision of public programs and opportunities (as discussed earlier) should always consider ways to promote interaction and connection.** The City currently offers opportunities that are Adapted Programs (AP) that focus on including multiple abilities in a single program. This can be done through constant research and identification of leading practices (as discussed herein) as well as via collaboration with groups or organizations with similar intentions.

Ensuring that recreation opportunities are as accessible as possible means removing barriers to participation wherever able. Common barriers include physical barriers, affordability, and knowledge.

Physical accessibility of recreation facilities and spaces should be strived for in all instances and, at a minimum, the provision of accessible opportunities (such as fully accessible playgrounds) should occur throughout the City's network of recreation infrastructure. **The City should strive to provide physically accessible public spaces wherever possible.**

A Framework for Recreation in Canada

Priority 2.1:

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

Priority 2.2:

Enable people of all ages to participate in recreation. Address constraints to participation faced by children and youth from disadvantaged families and older adults who are frail and/or isolated.

Priority 2.3:

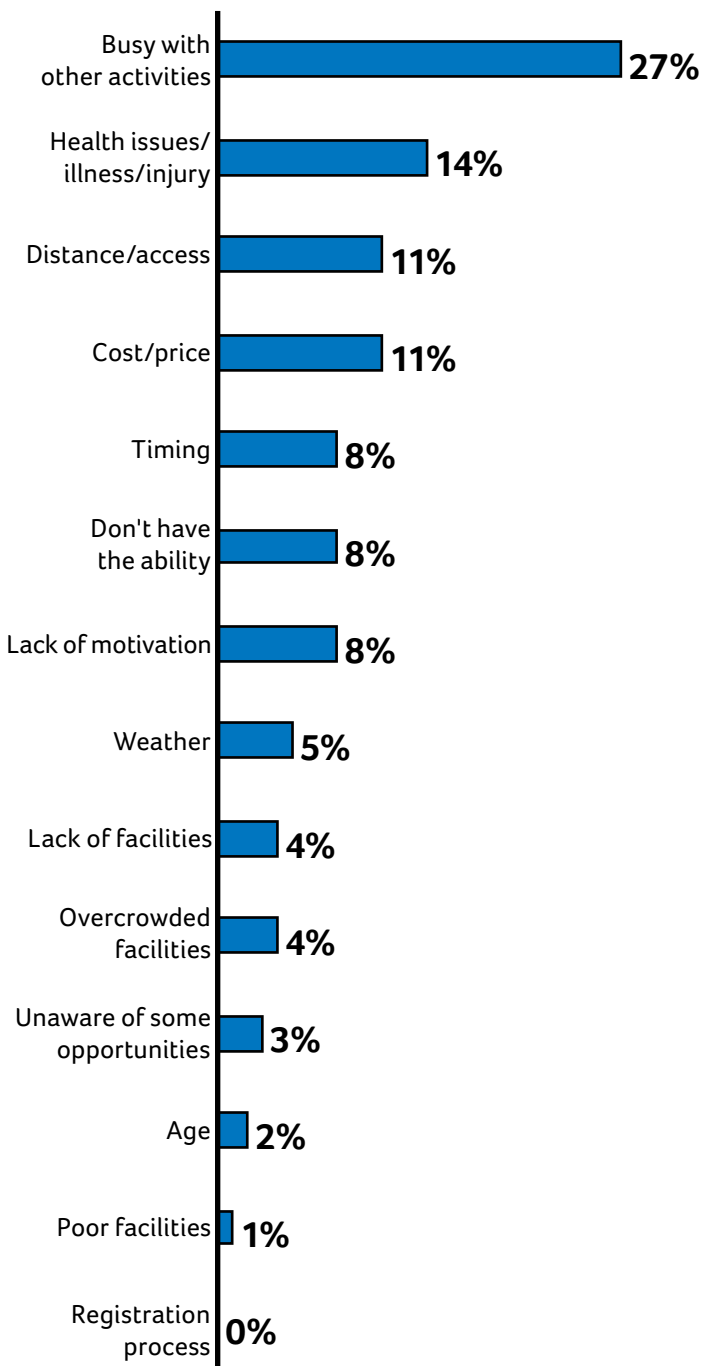
Build trust and participation through the provision of recreational opportunities and experiences that are respectful and appropriate for various ethnocultural groups. Actively engage persons of diverse and racialized backgrounds in developing, leading and evaluating recreation and park activities.

Priority 2.4:

Recognize and enable the experience of Aboriginal peoples in recreation with a holistic approach drawn from traditional values and culture. Work with Aboriginal communities in pursuit of all five goals outlined in the Framework for Recreation in Canada 2015.

Barriers to Participation

Household barriers to participation in recreation activities.



A Framework for Recreation in Canada

Priority 2.5:

Enable and encourage women and girls of all backgrounds and circumstances to achieve their potential and participate fully in all types of recreation. Address the historical, cultural and social barriers to participation experienced by girls and women, and apply a gender equity lens when developing and monitoring policies, programs and practices.

Priority 2.6:

Enact policies of nondiscrimination on the basis of gender identity and gender expression. Provide a welcoming and safe environment for people with all sexual orientations and sexual identities.

Priority 2.7:

Provide leadership, support, encouragement, information, policies and programs that facilitate full participation in recreation by people of all abilities across all settings. Work with persons with disabilities and special needs to create inclusive opportunities and build leadership capacity. Ensure that recreation environments are accessible, and remove physical and emotional barriers to participation.

Financially accessible programs also need to be sustained to provide those who do not have the means to pay. The City currently subsidizes access to all recreation facilities, keeping costs down for all users, and also has a financial subsidy program for residents meeting certain criteria. There are also other fee assistance programs in place which the City should continue to support and promote. **The City should continue to offer its own fee subsidy program (the Affordable Fun Program¹) and the Attendant Admission Program. The City should also support and promote other financial subsidy programs so that residents are aware of all fee assistance opportunities that exist.** The identification and promotion of free recreation opportunities throughout Regina is also an important way the City can remove financial barriers to participation. Having a section in the Leisure Guide outlining free recreation facilities, as is the case now, and using other means to promote free opportunities and fee assistance programs (City sponsored or other) is important to consider moving forward.

A Framework for Recreation in Canada

Priority 2.1:

Develop and implement strategies and policies, which ensure that no families or individuals in Canada are denied access to public recreation opportunities as a result of economic disadvantage.

Recommendation #9: Strive to reduce barriers and foster inclusion throughout the recreation delivery system.

Alignment with A Framework for Recreation in Canada and the OCP



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¹ The Affordable Fun Program enables residents that meet certain eligibility criteria to get 50% of the price of a Leisure Pass and an 80% fee reduction for registered programs.

Education and Capacity

Ensuring that public recreation investment and effort responds to community needs and preferences, and is accessible to residents, is only part of the equation. Residents must know about opportunities and be motivated to participate in them. As well, the City and its recreation delivery partners need the capacity to offer quality, sustained opportunities that participants want to participate in again and again.

The City is only a part of the recreation delivery system in Regina. The system involves volunteers and volunteer-run organizations, institutions, surrounding municipalities, the private sector, and others. Although the system involves many others, the City is the only stakeholder that has the entire gambit of recreation delivery in its purview. It is in the City's best interest to support the delivery system from a holistic perspective. One of the ways it can do this is through educating residents about recreation and motivating them to participate. Another way is to strengthen the capacity of the system by providing supports to those involved in recreation delivery.

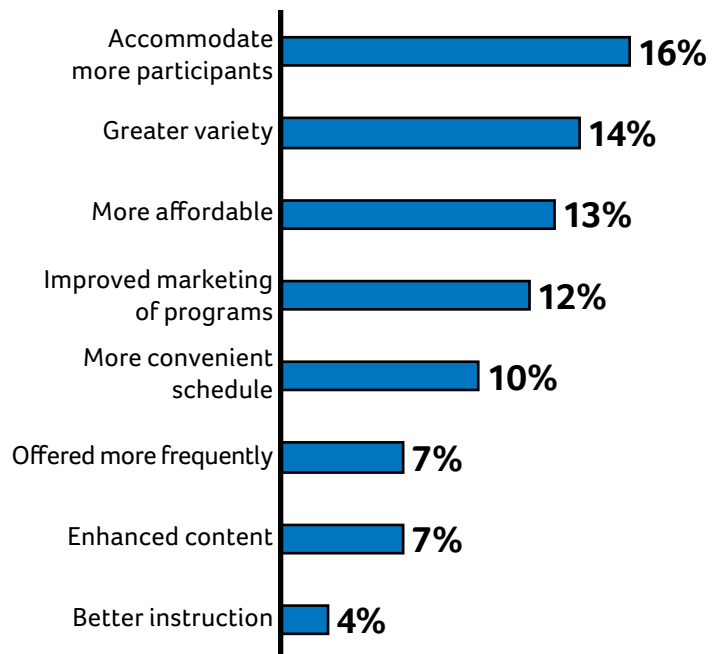
Informing Residents

Educating residents and groups to the benefits of recreation and participation, achieving the City's intended outcomes for public recreation, and maximizing the various recreational opportunities that exist throughout Regina is integral in getting more residents active and connected to their communities through recreation.

Traditional promotional and marketing efforts of the City include the production of a leisure guide (now online) as well as advertisements in City owned facilities and spaces and the City's website. With only 3% of households indicating that being "unaware of some opportunities" is a barrier to participation, it is clear that residents know about public recreation opportunities. With that said, despite the efforts of the City and others, such as Saskatchewan In Motion, 8% of residents state that "lack of motivation" is a barrier.

Improvements to Programming

Desired improvements to recreation programming of households.



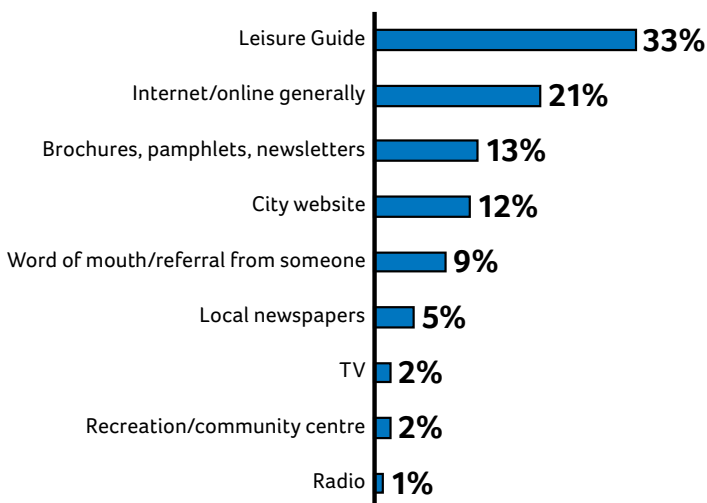
Further to this, when asked how current programs could be improved, 12% of households indicated that the marketing of programs could be improved.

The Leisure Guide is currently the most common way for residents to get information about recreation followed by the Internet. Of note is that the City has recently decided to offer an online version of the Leisure Guide and no longer print the guide in hard copy which may change these results.

Some of the groups that were consulted indicated that they would like more assistance from the City to promote and market their opportunities.

Preferred Sources of Information

Preferred sources of recreation information for households.



Promotions and marketing is a key aspect in optimizing the benefits of public investment in recreation. Getting more residents more active will create healthier individuals and more connected communities. **More effort should be allocated to the promotions and marketing of the benefits of recreation and all opportunities available to residents.** This would include City sponsored programs and opportunities as well as others provided by partners such as Community Association programming (which is currently already included in the Leisure Guide). Having a formal promotions and marketing plan for recreation at the City would be ideal.

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Priority 3.3:

Develop public awareness and education initiatives to increase understanding of the importance of nature to wellbeing and child development, the role of recreation in helping people connect to nature and the importance of sustainability in parks and recreation.

Priority 4.6:

Develop and implement targeted recreation education campaigns that increase knowledge about how recreation contributes to enjoyment and quality of life, and help people acquire the skills and attitudes they need to plan for making recreation a part of their lives.

This would outline key messages (including opportunities as well as motivational and benefit based messages regarding recreation) and would be structured to reach as many facets of the population as possible (note that only 33% of residents use the Leisure Guide to get information about recreation—the most frequently mentioned source).

It is also important to note that City investment and effort regarding promotions and marketing could be levered with those of other organizations in Regina with similar interests. Saskatchewan In Motion, the SPRA, school jurisdictions, and health services providers are some examples where collaboration opportunities may materialize. As a new promotions and marketing plan is developed, opportunities for collaboration should be explored.

A Framework for Recreation in Canada

Priority 4.7:

Develop a common understanding of community wellbeing through the development and use of standardized assessment tools and indices that will help communities assess and measure their status on community wellbeing.

Recommendation #10: Educate the public, volunteers, and other recreation stakeholders about benefits of recreation and opportunities available.

Alignment with A Framework for Recreation in Canada and the OCP



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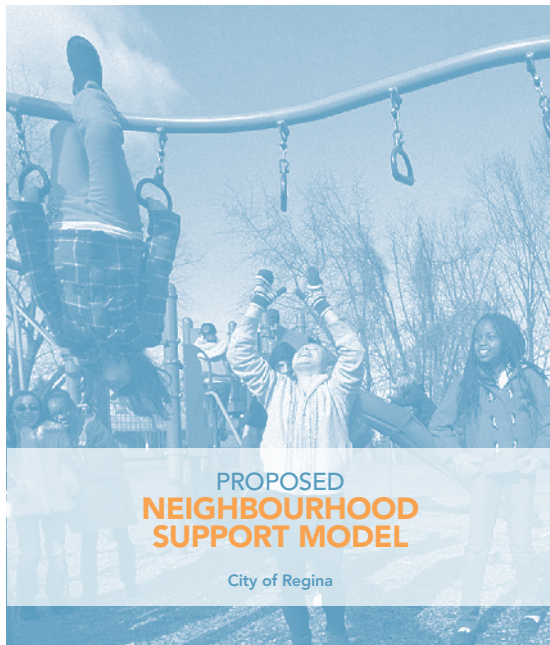


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Group and Volunteer Support

There are a number of community groups and organizations that provide recreation opportunities within Regina. These groups and organizations vary in size and sophistication and most, if not all, further the City's intended outcomes for recreation through their efforts. Community Associations, sport and recreation groups, and other interest groups are all involved in advancing the public recreation agenda.

The City recently completed a neighbourhood support planning exercise which focused on how the City could, and should, support Community Associations, Sport and Recreation Program Districts, and other partner/funded organizations. The Neighbourhood Support Model (found under separate cover) includes a number of recommendations for the City to follow in strengthening the delivery system and building capacity. Some of the supports currently being developed or underway include training and support programs for groups as well as assistance to help new emerging groups form and get established. The City also has a Volunteer Tool Kit to support all recreation delivery agencies.



FUTUREQUEST

A Framework for Recreation in Canada

Priority 5.4:

Develop and implement high-quality training and competency-based capacity development programs for organizations and individuals (professionals and volunteers) working in recreation, particularly in under-resourced rural and remote areas.

Priority 5.5:

Develop a strategy to enhance community-based leadership in recreation.

Priority 5.6:

Rejuvenate and update volunteer strategies to reflect societal changes and take advantage of community and individual capacities. Engage volunteers of all ages and from all walks of life. Make a special effort to recruit and support volunteers from a variety of ethnocultural and racialized populations and other groups that face constraints to participation. Recognize and support the role of the not-for-profit sector in developing and engaging volunteers.

The City should continue to use the Neighbourhood Support Model to support and build capacity within the recreation delivery system.



Recommendation #11: Provide support to stakeholders and partners to build capacity and strengthen the recreation delivery system.

Alignment with A Framework for Recreation in Canada and the OCP



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Partnerships

Having a relevant and optimized system of animated recreation facilities and spaces is not achievable through the efforts of the City alone. Partnerships with service providers, users, and others are integral in making the most of public investment in recreation. The City has had success partnering with others in the recreation delivery system. Working with other like-minded recreation stakeholders is the way forward for the City.

Partnerships in the delivery of recreation services enable public funds to be leveraged into expanded service levels. The City currently has a number of partnerships in place with non-profit, institutional, and public service providers which are structured to varying degrees.

Partnerships are commonplace in Canadian municipalities. Many municipalities have partnership policies in place that provide a framework for the involvement with other groups of similar interest. **The City of Regina should develop a partnership policy to guide decision making** around when, how, and with who the City partners with in the delivery of recreation services. A partnership policy would formalize the City's intent to partner in the delivery of some services and outline strategic parameters around potential partnership opportunities.

The City should also develop a partnership framework that would accompany a policy and provide more detailed direction on partnership considerations, including criteria for considering partnerships as well as City expectations related to different types or levels of support given.

POTENTIAL CRITERIA FOR PARTNERSHIPS TAKEN FROM LEADING PRACTICES

- Alignment with municipal planning vision, values, goals, etc.
- Type of organization (non-profit, private company)
- Provides additional/diverse variety of opportunities
- Capital cost savings
- Operating cost savings
- Enhances health and wellness of individuals
- Provides social and wellness benefits to the community
- Safety and risk management
- Access and affordability
- Equity and fairness
- Sustainable approach
- Competency of the organization (clear demonstration of business/feasibility planning)

As partnership opportunities will continue to emerge, and in order for the City to be able to react in a timely fashion, the establishment of a **partnership reserve fund** may be warranted if possible. An annual reserve fund contribution, as part of the overall partnership framework of the City, would enable the City to invest in partnership opportunities that emerge.

The City currently has a number of non-profit partnerships in place, most notably with Community Associations as well as non-profit sport and recreation interest groups. **The City should maintain and strengthen the partnership agreements it has in place with non-profit groups** under the conditions outlined in a partnership policy and framework. This can be done through the implementation of the Neighbourhood Support Model and other initiatives.

The City's relationship with local school authorities is formalized in a Joint Use Agreement (JUA). Joint Use Agreements are strategically intended to optimize the use of public infrastructure; enabling school programs to access public recreation facilities and vice versa, ensuring optimal use of public reserve lands, and also to consider partnering in capital development projects where appropriate. The current Joint Use Agreements dates back to 1983 (with adjustments made since). Although the agreements provide some direction on how to optimize the use of public resources attributed to schools and public recreation amenities, they should be revisited and modernized through a collaborative process with the school jurisdictions based on leading practices. **The Joint Use Agreements with local school authorities should be revisited.**

The City's interaction with the private sector is less involved and less formalized than the non-profit and public sectors. Although private sector providers do offer publicly accessible recreation opportunities, and are part of the overall delivery system, the for-profit motivations and focus (targeted users) of the private sector is different than that of the City. The City has no formal partnerships in place with private sector organizations other than leasehold tenants in public facilities and/or sponsorship and advertising agreements at recreation facilities and spaces. That being said, there may be opportunity for the City to partner with the private sector; **opportunities to partner with the private sector should be explored under the guidance of the City's partnership policy and framework (found under separate cover).**

A Framework for Recreation in Canada

Priority 4.2:

Work with partners to increase the use of existing structures and spaces for multiple purposes, including recreation (e.g. use of schools, churches, vacant land and lots).

Priority 5.1:

Increase collaborative efforts among provincial/territorial governments, local governments, voluntary organizations, Aboriginal communities, the private sector and recreation associations to support and nurture a vibrant recreation system that serves as the primary means for achieving the vision and goals in this Framework.

Recreation service delivery partnerships with neighbouring municipalities, whether they are infrastructure or program focused, make sense and are likely to emerge more frequently throughout the province over the coming years. There are successful examples of regional service delivery models throughout the prairie provinces and there are even some examples of recreation facilities and spaces that are jointly owned and operated by multiple municipalities.



In 2014, the Saskatchewan Urban Municipalities Association and the Saskatchewan Parks and Recreation Association developed a resource for municipalities entitled “Inter-Municipal Collaboration in Recreation: A Guide for Municipalities in a Growing Province.” The guide outlines ways that municipalities can work together in providing recreation and provides the tools necessary to build effective partnerships.

The TransAlta Tri-Leisure Centre in Spruce Grove, Alberta is a 216,000 ft² multipurpose recreation centre that is jointly owned and operated through a corporate partnership between the City of Spruce Grove, Town of Stony Plain, and Parkland County.

<http://www.trileisure.com/about/>



In Regina, 97% of households either strongly agree (75%) or somewhat agree (22%) that “where possible, the municipalities in the Regina region should work together to provide recreational opportunities for residents.” **When contemplating future recreation service delivery and/or infrastructure development, the City should explore all opportunities to partner with neighbouring municipalities.** Partnerships with other municipalities will be subject to the parameters outlined in the City’s partnership policy and framework and should utilize the tools developed by SUMA, SPRA, and others to help guide the partnership justification and negotiation process.

The City has a number of agreements in place that are, and will be further, formalized through the partnership policy and framework. The City should continue to use partnerships in the delivery of recreation services and should entertain all future opportunities that come forward under the guidance of the partnership policy and framework.

Recommendation #12: Partner, where possible and appropriate, in the delivery of recreation services, facilities, and spaces under the guidance of the Partnership Policy and Framework.

Alignment with A Framework for Recreation in Canada and the OCP



Active
Living



Inclusion
and Access



Connecting People
with Nature



Supportive
Environments



Building Recreation
Capacity



Official Community
Plan

Financial Impacts and Funding Strategy

This all sounds great: animated and appropriate recreation facilities and spaces offered by the City directly and in partnership with others. But how much will it cost? Over the next ten years Regina will need to learn to adapt to lower levels of support from other levels of government. Are the actions outlined in this Plan realistic and affordable?

Regina has a significant recreation infrastructure deficit. Current facilities and spaces are aging and demands for new and more diverse recreation opportunities are apparent. **As new inventory is brought on, there are operational implications as well as capital costs that need to be considered.** The City can fund public services in a variety of ways. Taxes are one way that public recreation is funded. Government grants and other external sources can also be a source of funds. User fees for facilities also help to recover portions of operating costs. When new areas are developed, Dedicated Lands Reserve provides a means for the City to garner funding for recreation amenities at the developing site or on another site through cash-in-lieu provisions.

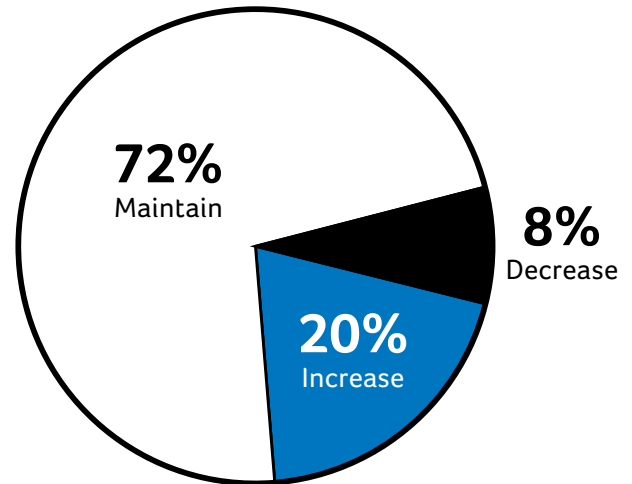
Although the public and user group appetite for recreation facilities and spaces is insatiable, there is limited willingness of households to pay increased property taxes and/or user fees.

The intended outcomes for public recreation support drive tax investment in recreation. Despite a low willingness to pay increased taxes, **the tax base will still be the most significant contributor to required investment in recreation moving forward. When new areas are developed, Dedicated Lands Reserve provides a means for the City to garner funding for recreation amenities at the developing site or on another site through cash-in-lieu provisions.**

The ability for the City to garner government grants for recreation purposes will be determined by the agendas of the provincial and federal governments. Recent (2017) federal government announcements regarding recreation infrastructure renewal will likely be made available to municipalities through protocol agreements with the provinces and territories and will focus on reinvestment into sustaining existing facilities; one of Regina's major concerns over the next ten years. The City should apply for all possible provincial and federal grants available for recreation as this Master Plan is implemented.

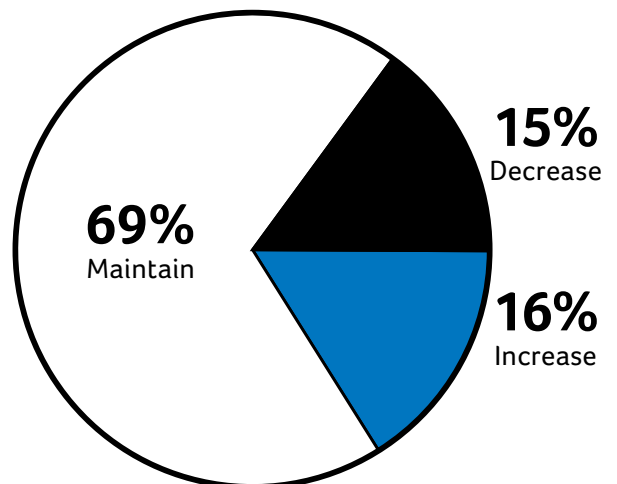
Increase Maintain, or Decrease Level of Tax Support

Household preference for future tax support of recreation services.



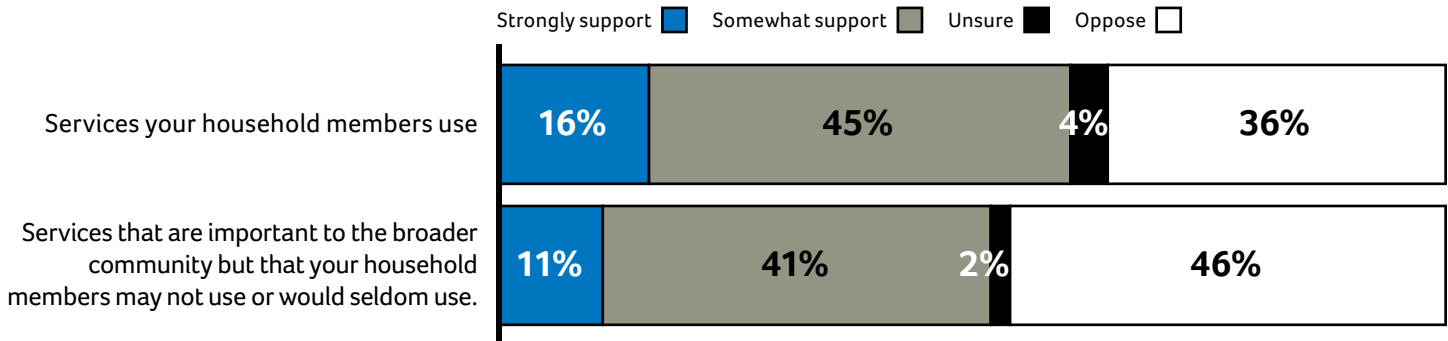
Increase Maintain, or Decrease Level of User Fees

Household preference for future user fee support of recreation services.



Property Tax Statements

Household perspective on using taxes to support recreation.



Sponsorship, advertising, and other entrepreneurial pursuits can help to leverage public investment in both opportunities and facilities and spaces. More and more, municipalities are generating revenue through sponsorships and advertisements. In order to do so most effectively, a policy and framework is required related to sponsorships, as is investment in staff and resources into the actual function.

In order to leverage public funds as best it can, **the City should develop a sponsorship policy and framework and invest in the resources required (human and other) to make it successful.**

Recommendation #13: Access a combination of traditional and non-traditional internal and external funding sources to maintain existing and offer new recreation services, facilities, and spaces.

Alignment with A Framework for Recreation in Canada and the OCP



Active Living



Inclusion and Access



Connecting People with Nature



Supportive Environments



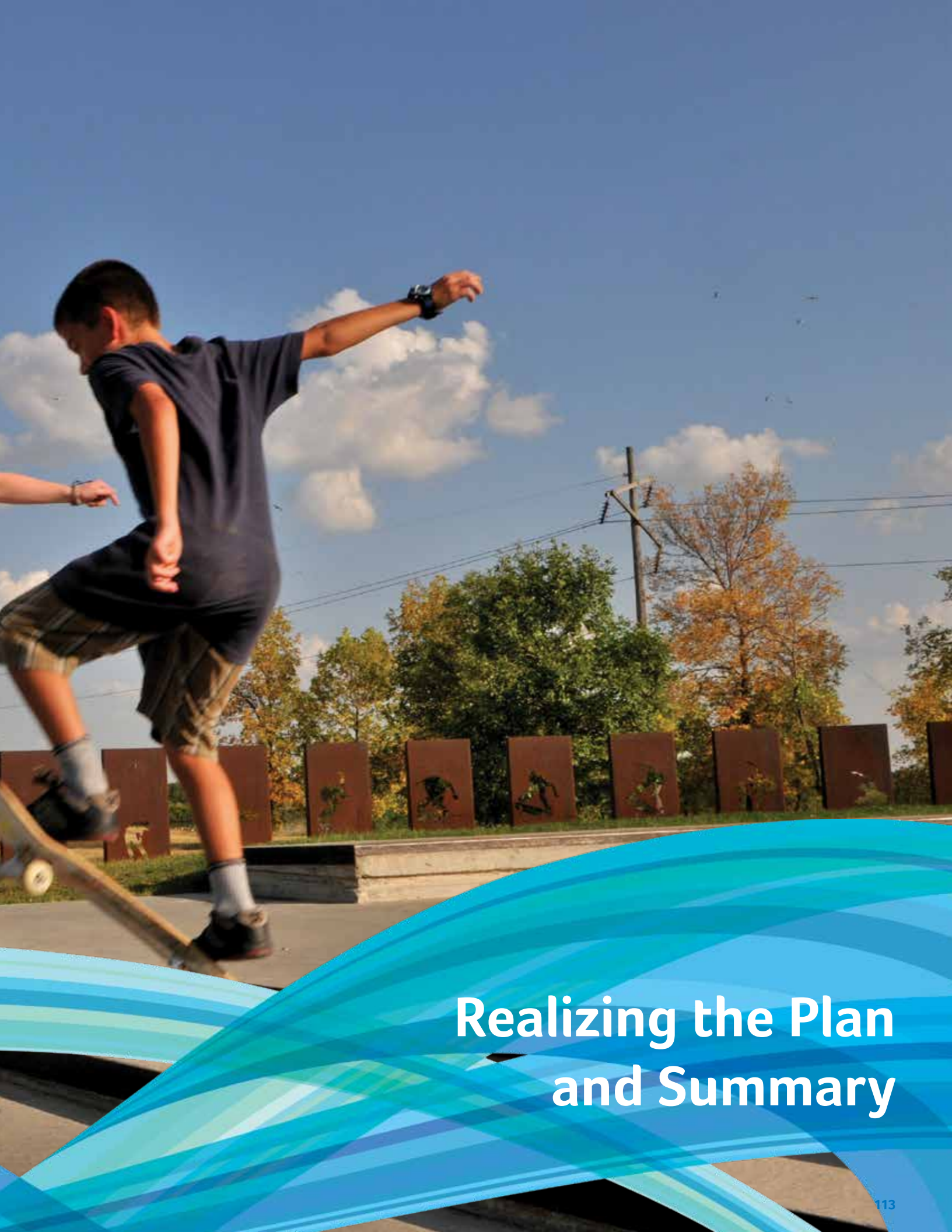
Building Recreation Capacity



Official Community Plan



Now, finally, how does all of this material translate into an action plan that is practical and implementable.



Realizing the Plan and Summary

SECTION 7

Bringing the Plan to Life

The following recommendations synthesized from the text and listed below not only support the Strategic Directions shown in the boxed recommendations in previous sections, they also deliver the nine outcomes from the Foundations Chapter. Even where they don't directly align, they typically render City services more cost effective and accountable.

It is important to note that these recommendations will all require addition resources (human, financial and other) to varying degrees. Priorities from this plan will be weighed against other municipal priorities and therefore the timing and implementation of projects and initiatives identified in the following table may be effected.

The following table in the plan summarizes all the implications for each of the recommendations and provides an order of magnitude level of capital and / or operating cost associated with each recommendation. As actual implementation occurs, more detailed cost projections will be provided.

The specific tactical recommendations synthesized from the text are listed in this table under each of the strategic recommendations.

Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
Adopt the vision, outcomes, and values herein to guide future planning and the provision of recreation services in Regina.						
1.	Use the outcomes in annual reporting and as a base for all departmental decisions	O	N/C	⌚	N	H
2.	Train staff in the use of the outcomes in decision making	O	N/C	⌚	N	N
Incorporate the base level of service levels when contemplating future recreation provision.						
3.	Ensure that services are provided on an equitable basis, as opposed to an equal basis	O	N/C	⌚	N	S
Incorporate recreation facility and space (indoor and outdoor) lifecycle allocations in operational budgeting.						
4.	Incorporate the factors outlined herein in addition to FCI when making facility replacement decisions	O	N/C	⌚	N	S

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Sources of Capital Funding

⌚ = Policy/Priority Action (requires significant public and/or stakeholder engagement)

SAF = May be Servicing Agreement Fee eligible

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S = Some; the City can likely partner with others who will provide significant resources to achieve desired goals

H = Lots; it is conceivable and desirable that this project can be led by another organization with the City in a support role, providing either financial support or other forms of support

Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
5.	Adopt the four phase facility planning process outlined herein with the eight steps and seven guidelines for the development of new recreation facilities and spaces beyond land development protocols	O	N/C	⌚	N	N
Utilize the prioritization system and priorities outlined to guide future investment in recreation amenities and revisit it as new information becomes available.						
6.	Adopt the amenity prioritization model for periodically updating project priorities	O	N/C	⌚	N	N
Follow the recreation amenity strategies outlined as resources permit.						
7.	Utilize the service levels set in the Amenity Strategies section to guide capital allocation priorities	O	N/C	⌚	N	N
8.	Increased resources will be required to invest in lifecycle maintenance of existing amenities via the City's asset management protocols	O	N/C	⌚ ABR	\$\$\$	H
Indoor Amenity Action Plan						
9.	Increase city-wide indoor aquatics capacity to serve both leisure and competitive needs, with complementary facilities (planning to begin in the short term)	S/M	\$\$\$\$	ABR SAF	\$\$\$\$	S

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
10.	Phase out one or two single ice sheets that are approaching the end of their functional lifespan to reduce the supply of ice to the recommended service level (i.e. a more appropriate level; Will require one time funding if decommissioning)	S	\$\$	ABR	N	
11.	Then, over time, add ice sheets as required to meet the new service level to respond to long term growth, but add them to create multiple ice sheet complexes	L	\$\$\$\$	ABR SAF	\$\$\$	H
13.	When new facilities are built, or existing are retrofitted, repurposed or expanded, consider adding multipurpose arts and cultural program spaces	O	\$\$	SAF ABR	\$	S
14.	When new facilities are built, or existing ones are retrofitted, repurposed or expanded, consider adding indoor playground spaces	O	\$\$	ABR SAF	\$	S
Outdoor Amenity Action Plan						
15.	Develop a new city-wide outdoor aquatics amenity centrally located with a variety of aquatic and non-aquatic amenities	S	\$\$\$	ABR SAF	\$\$	S
16.	Develop a new cricket pitch somewhere in the city	S/M	\$\$	ABR SAF	\$	S
17.	Retrofit two of the existing outdoor pools such that there will be a total of three significant outdoor aquatic facilities in the city	S/M	\$\$	ABR	\$\$	S
18.	Phase out and decommission a number of older spray pads that are redundant geographically and enhance the others such that there is one significant amenity in each zone (Need funds to decommission)	O	\$	ABR	N	
19.	Maintain the provision of dedicated athletic fields, adding more with growth and enhancing the quality of existing inventory	O	N/C	ABR SAF	\$	S

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
20.	Decommission and repurpose some ball diamonds and increase the quality of those that remain to gradually increase the overall quality of the fewer amenities to better meet all needs	O	\$	ABR	\$	
21.	Increase the number of fully accessible playgrounds such that there is one significant amenity in each zone	S/M	\$\$	SAF ABR	\$	S
22.	Decommission and repurpose some poorer quality, geographically redundant outdoor rinks and enhance those that remain, gradually shifting the inventory to higher quality combination boarded and non-boarded rinks at the zone level	O	N/C		N	N
23.	Gradually develop one outdoor skateboard park/pod in each community/zone	O	\$\$	SAF ABR	\$	S
24.	Negotiate with the Regina Lawn Bowling Club to divest City operation and maintenance of the facility	S	N/C		N	S
25.	Decommission and repurpose some single and double tennis court installations, focusing instead on increasing the quality of the multicourt, multipurpose sites that remain at the zone level, and repurpose some of the decommissioned sites to accommodate pickleball	O	\$	ABR	N	S
26.	Increase the number of picnic sites to sustain the service level through growth of the city	O	\$	ABR	\$	H
27.	Add off leash dog parks to gradually reach the service level of one per zone	M/L	\$	SAF ABR	\$	H
28.	Complete trail connectivity through a variety of strategies, implementing the Transportation Master Plan as opportunities arise	O	\$\$	SAF ABR	\$	H

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
29.	Decommission and repurpose older, geographically redundant basketball courts, while increasing the quality of those that remain in multicourt sites at the zone level	O	\$	ABR	N	N
30.	Add outdoor fitness circuits primarily at the zone level	L	\$	SAF ABR	\$	H
Invest in recreation education and knowledge development through the recreation delivery system.						
31.	Invest in a process to continuously identify new trends and leading practices	O	N/C		N	S
32.	Periodically dialog with the community regarding local recreation trends and preferences	O	N/C		N	S
Continue to use both a direct and indirect approach to recreation program and opportunity delivery and focus on the areas outlined (and others as new information becomes available).						
33.	Use the decision making tool to determine whether a program should be delivered directly or indirectly	O	N/C		N	N
34.	Continue to offer a balance of both structured and unstructured recreation opportunities	O	N/C		N	S
Collaborate with other groups wherever possible in the implementation of this Master Plan and other aspects of recreation service delivery.						
35.	Explore ways to collaborate with other like-minded organizations or initiatives	O	N/C		N	L
Strive to reduce barriers and foster inclusion throughout the recreation delivery system.						
36.	Ensure physical accessibility is part of all capital projects	O	\$	ABR	N	N
37.	Consider expansion of the Affordable Fun Program to include opportunities other than Leisure Pass purchase	O	N/C		\$	N
38.	Promote other financial subsidy programs so that residents are aware of all fee assistance opportunities that exist	O	N/C		N	L

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Strategic Recommendations and Tactical Guidance		Timeline	Capital Resources Required	Sources of Capital	Operating Impacts	Partnership Potential
Educate the public, volunteers, and other recreation stakeholders about benefits of recreation and opportunities available.						
39.	Enhance promotion and marketing of the benefits of recreation and the opportunities available to residents	S/O	N/C	ABR	\$	N
40.	Develop key messages to be used in promotional materials	S/O	N/C		N	N
Provide support to stakeholders and partner to build capacity and strengthen the recreation delivery system.						
41.	Continue to use the Neighbourhood Support Model to support and build capacity within the recreation delivery system	O	N/C		N	S
Partner, where possible and appropriate, in the delivery of recreation services, facilities, and spaces under the guidance of the Partnership Policy and Framework.						
42.	Develop a partnership policy and framework	S	N/C		N	N
43.	Consider establishing a partnership reserve fund	L	N/C	ABR	\$	N
44.	Revisit the Joint Use Agreements with the local school authorities	S	N/C		N	S
45.	Explore all opportunities to partner with neighbouring municipalities	O	N/C		N	S
Access a combination of traditional and non-traditional internal and external funding sources to maintain existing and offer new recreation services, facilities, and spaces.						
46.	Apply for all appropriate provincial and federal grants available for recreation as this Master Plan is implemented	O	N/C		N	N
47.	Develop a sponsorship policy and framework and invest in the resources required (human and other) to make it successful	S	N/C	ABR	\$	N

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Appendices

APPENDIX A

Amenity Prioritization Scoring

Indoor Amenity Scoring

Indoor Amenity	General Public Demand Indicators	User Group and Stakeholder Demand Indicators	Community Accessibility	Financial Impact	Alignment with Expected Trends and Demographic/Population Shift	Alignment with Recreation Master Plan Foundations	Current Provision in the Region	Cost Savings through Partnerships or Grants	Economic Impact	Score	Rank
Aquatics Centres	3	3	2	1	3	2	1	0	1	63	1
Ice Arenas	0	1	1	1	2	2	0	0	1	30	12
Community Centres	0	1	2	2	2	2	0	0	0	36	7
Indoor Skateboard Parks	0	1	2	2	2	1	2	0	0	37	6
Indoor Fields	0	2	1	2	2	2	0	0	0	36	7
Multi-purpose Arts and Culture Facilities	1	2	1	1	2	2	1	0	0	40	5
Athletics Facilities	0	2	1	2	1	1	1	0	1	33	10
Indoor Playgrounds	2	2	2	2	2	2	2	0	0	56	2
Indoor Climbing Walls	0	1	1	2	2	1	1	0	0	30	12
Gymnasium Spaces	0	2	2	2	2	2	1	0	0	43	4
Gymnastics Studios	0	1	1	2	2	2	1	0	0	35	9
Fitness Facilities	1	2	2	1	2	2	1	0	0	44	3
Curling Rinks	0	1	1	2	1	1	0	0	1	26	14
Indoor Tennis Facilities	0	1	1	2	2	1	1	0	1	32	11

Outdoor Amenity Scoring

Outdoor Amenity	General Public Demand Indicators	User Group and Stakeholder Demand Indicators	Community Accessibility	Financial Impact	Alignment with Expected Trends and Demographic/Population Shift	Alignment with Recreation Master Plan Foundations	Current Provision in the Region	Cost Savings through Partnerships or Grants	Economic Impact	Score	Rank
Outdoor Pools	1	2	2	1	1	2	0	0	0	38	11
Spray Pads	1	2	1	2	2	2	1	0	0	44	6
Athletic Fields	2	2	1	2	1	2	0	0	1	45	5
Ball Diamonds	0	1	1	2	1	2	0	0	1	31	17
Playgrounds	3	3	3	3	2	2	0	0	0	67	2
Outdoor Rinks	0	0	3	2	2	2	0	0	0	36	14
Outdoor Skateboard Parks	0	0	2	2	2	2	1	0	0	35	15
Outdoor Speed Skating Oval	0	1	2	2	2	2	0	0	1	38	11
Lawn Bowling	0	1	1	2	1	1	0	0	1	26	18
Outdoor Racquet Sports	0	1	2	2	1	2	0	0	0	33	16
Outdoor Picnic Sites	1	2	3	3	2	2	1	0	0	56	3
Dog Off Leash Parks	0	1	2	2	2	2	1	0	0	39	10
Multi-purpose Pathways	3	3	3	3	2	3	0	0	0	72	1
Passive Park Spaces	2	2	3	1	2	3	0	0	0	55	4
Outdoor Basketball Court Spaces	0	1	3	3	2	2	0	0	0	44	6
Boating Facilities (non-motorized)	0	1	2	1	2	2	1	0	1	37	13
Sand/Beach Volleyball Courts	0	1	2	3	1	2	2	0	0	43	8
Outdoor Fitness Equipment	0	1	3	2	2	2	1	0	0	43	8

APPENDIX B

Definitions

Barrier Free

To eliminate physical barriers to use or visitation so that a space is accessible to anyone regardless of age or physical ability and without need for adaptation.

Base Level of Participation

The minimum expected level for participation required for a recreation space or program to be considered for public support.

City Operated Facility

A public recreation facility that is owned and operated by the City (i.e. facility employees are City staff)

City Owned/Partner Operated Facility

A public recreation facility that is owned by the City but is leased or operated by a third party.

Community Garden

A single piece of land gardened collectively by a group of people for fruits and vegetables.

Complete Neighbourhoods

Are places where residents enjoy their choices of lifestyles, food, housing options, employment, services, retail and amenities, multi-modal transportation options, and educational and recreation facilities and programs.

Direct Program Delivery

A recreation program that is delivered by City staff (i.e. programs coordinated by City staff and instructed by either a City staff member or contracted instructor; The instructor is paid by the City.)

Facility Condition Index

A tool used in the City's Asset Management Framework to help assess the physical condition of existing infrastructure with respect to required investment to sustain a facility as a proportion of its replacement value.

Indirect Program Delivery

A recreation program that is not delivered directly by the City but is supported by public funding in any way (e.g. received grant/funding support, uses public recreation spaces at a subsidized rate, etc.)

Multi-generational

A facility or program that allows/encourages participants of various ages (e.g. family events, parent and tot programs, grandparent and tot programs, etc.)

Multi-use Space

A recreation space in which more than one type of activity can occur without significant physical transformation. A space that allows multiple activities as opposed to a space that was designed for a single purpose.

Outdoor Cultural Space

A recreation space that enables community gathering and special events as well as performing arts.

Sport court spaces

Hard surface outdoor spaces that enable activities such as basketball, ball hockey, racquet sports, and other activities to occur.

Partnership

A relationship between the City and an third party (either private, non-profit, institutional, or public) intended to provide a recreation opportunity jointly with defined roles and responsibilities of all involved.

Passive Park Space

Inclusive of recreation facilities or opportunities conducted at walking speed or less (i.e. children's playgrounds, picnic areas, strolling, etc.)

Physical Literacy

Is the ability of an individual to move with competence in a wide variety of physical activities in multiple environments that benefit the healthy development of the whole person.

Pickleball

A request sport that combines elements of badminton, tennis, and table tennis using 2, 3, or 4 players, solid paddles and a perforated ball.

Prime Time Hours

A defined set of hours during a sport season that represent high-demand times (e.g. weekends, weekday afternoon/evenings); Prime time hours are typically used in fee setting and utilization analysis.

Public Recreation Facility or Service

Any recreation facility or opportunity that is supported, in whole or in part, by public funding.

Replacement Value

The estimated cost to replace an existing recreation facility to modern standards in present day dollars.

Structured Recreation

Recreation programs and opportunities that typically require registration fees, have set times, occur at predetermined locations, and expect a certain level of commitment by the participant (e.g. league sports, instructor-led activity, etc.).

Unaffiliated Programming

A recreation program that is not publicly supported or subsidized by the City in any way.

Unstructured Recreation

Recreation programs and opportunities that typically do not require registration, rarely have set times (public skate/swim is an exception), could occur anywhere appropriate, and have minimal commitment requirements.







Regina.ca

State of Recreation Report

City of Regina

January 2019

Final





State of Recreation Report

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SECTION 1

Introduction

SECTION 1

Introduction

Recreation is an important, valued, and essential public service in Regina. This is apparent through the City's investment in the array of programs and infrastructure available to residents and visitors. It is also evidenced by the active engagement of public, non-profit, and private sector stakeholders throughout the City. While there are many benefits accrued from public recreation service provision in the Regina region, there may be opportunity to enhance, improve, and expand these benefits. A Recreation Master Plan is a tool used by decision-makers, administrators, stakeholders, and volunteers to sustain existing services efficiently and effectively (where appropriate) and identify new and exciting services and delivery systems to further accrue an even greater benefit.

The process implemented in developing the 2017 Recreation Master Plan will be employed to update the City's Recreation Facilities Plan (2010). The Master Plan will demonstrate alignment with Design Regina, the City's Official Community Plan and other important initiatives like the National Recreation Framework: Pathways to Wellbeing. Ultimately it will guide public recreation service delivery and investment for the next 20 years. The Master Plan will aim to define service standards in an effort to deal with a growing and changing community and its interests as well as aging infrastructure. The Master Plan will provide prioritized recommendations for City operated facilities. The recommendations will also guide how the City will work with partners in the community to achieve City goals and aspirations while leveraging public investment. **This document, "The State of Recreation in Regina" presents the research undertaken upon which the Master Plan itself is developed.** The Recreation Master Plan is presented under a separate cover.

Recreation: A Renewed Definition

"Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing."

—A Framework for Recreation in Canada 2015: Pathways to Wellbeing

Research Overview

This State of Recreation Report presents all the data gathered during the research process which will, in turn, inform the development of the Recreation Master Plan. Before strategic direction can be set, information must be gathered and analyzed to understand the current state of City supported recreation in Regina. Each component of this research report is described in the following chart.

The Benefits of Recreation	<ul style="list-style-type: none"> • Outlines eight key benefits of recreation • To describe the value of recreation
Community Profile	<ul style="list-style-type: none"> • Overview of Regina and its demographics • To set the context for the research and plan
Background Review	<ul style="list-style-type: none"> • Review of previous planning efforts • To ensure Master Plan alignment
Facility Inventory	<ul style="list-style-type: none"> • A list of Regina's recreation current spaces • To identify the spaces residents currently use for recreation participation
Facility Utilization	<ul style="list-style-type: none"> • Presents utilization data from City operated recreation spaces • To measure the extent to which current spaces are utilized
Program Review	<ul style="list-style-type: none"> • A review of program types in Regina • To identify the types of programs that are directly delivered
Partnership Review	<ul style="list-style-type: none"> • Review of current partnerships • To identify and analyze current partnerships
Trends	<ul style="list-style-type: none"> • Presentation of participation and infrastructure trends • To be aware of potential needs
Leading Practices	<ul style="list-style-type: none"> • Presentation of leading practices in recreation service delivery • To learn from other municipalities in the province and beyond
Consultation	<ul style="list-style-type: none"> • Presents findings from the household survey, group survey, youth survey, and stakeholder interviews • To understand the needs of local residents and service providers
Summary and Considerations	<ul style="list-style-type: none"> • Summary of research and presentation of preliminary considerations • Identifies areas of focus for the Recreation Master Plan





SECTION 2

The Benefits of Recreation

SECTION 2

The Benefits of Recreation

KEY FINDINGS FROM THIS SECTION

- Recreation is essential to personal health and wellbeing.
- Recreation builds strong families and healthy communities.
- Green spaces are essential to environmental and ecological wellbeing.

The benefits associated with the provision of recreation opportunities are extensive. These benefits are increasingly recognized by government and by the public. The following research substantiates these benefits presented by the National Benefits HUB (benefits.ca).

The National Benefits HUB¹ is a research database providing access to numerous resources that identify the positive impacts of recreation, sport, fitness, arts/culture, heritage, parks and green spaces on a community. Identified below are the eight key benefit categories from the National Benefits HUB, with corresponding evidence identifying the positive impacts upon a Regina and its residents.



¹ benefitshub.ca

Recreation is essential to personal health and wellbeing

- Increased leisure time and physical activity improves life expectancy.¹
- Physical activity contributes to improved mental health and reduced rates of depression.²
- Participation in physical activity can reduce workplace related stress.³
- The provision of green spaces has been linked with a number of health and wellbeing benefits including; increased physical activity, reduced risk of obesity, minimized utilization of the healthcare system, and stress reduction.⁴

Recreation provides the key to balanced human development

- Regular physical activity is likely to provide children with the optimum physiological condition for maximizing learning.⁵
- Low income students who are involved in arts activities have higher academic achievement and are more likely to go to college.⁶
- The arts and other forms of creativity can have profound individual social outcomes and generate a deeper sense of place and local community.⁷
- Individuals that participate in physical activity in a social setting have improved psychological and social health, and often also benefit from increased self-awareness and personal growth.⁸

1 Moore SC, et al. (2012) Leisure Time Physical Activity of Moderate to Vigorous Intensity and Mortality: A Large Pooled Cohort Analysis. *PLoS Medicine* 9 (11): e1001335. doi:10.1371/journal.pmed.1001335

2 Gallegos-Carillo, Katia et al. (2012). Physical Activity and Reduced Risk of Depression: Results of a Longitudinal Study of Mexican Adults. *Health Psychology*. In press. doi: 10.1037/a0029276

3 Burton, James P. , Hoobler, Jenny M. and Scheuer, Melinda L. (2012) Supervisor Workplace Stress and Abusive Supervision: The Buffering Effect of Exercise. *Journal of Business and Psychology*.

4 Heinze, John. (2011). Benefits of Green Space – Recent Research. Chantilly, Virginia: Environmental Health Research Foundation.

5 Marten, Karen. (2010). *Brain boost: Sport and physical activity enhance children's learning*. Crawley, Western Australia: University of Western Australia.

6 Catteral, James S. (2012). *The Arts and Achievement in At-Risk Youth: Findings from Four Longitudinal Studies*. Washington, District of Columbia: National Endowment for the Arts

7 Mulligan, M. et al. (2006). *Creating Community: Celebrations, Arts and Wellbeing Within and Across Local Communities*. Melbourne, Australia: Globalism Institute, RMIT University

8 Eime, Rochelle M et al. (2013). A systematic review of the psychological and social benefits of participation in sport for adults: informing development of a conceptual model of health through sport. *International Journal of Behavioral Nutrition and Physical Activity*. 10(35).

Recreation provides a foundation for quality of life

- The arts are seen as an important contributor to quality of life in communities.⁹
- High quality public spaces can enhance the sense of community in new neighbourhoods.¹⁰
- Community sport facilities have positive benefits related to increased accessibility, exposure, participation, perceptions of success, and improved sport experiences.¹¹

Recreation reduces self-destructive and anti-social behavior

- Youth participation in recreational activities such as camps increases leadership and social capacities.¹²
- Participation in recreation and leisure related activities by low income and other at risk children and youth populations can result in decreased behavioural/emotional problems, decreased use of emergency services, and enhanced physical and psycho-social health of families.¹³
- Teen athletes are less likely to use illicit drugs, smoke, or to be suicidal.¹⁴

Recreation builds strong families and healthy communities

- People with an active interest in the arts contribute more to society than those with little or no such interest.¹⁵
- Evidence indicates that adults who attend art museums, art galleries, or live arts performances are far more likely than non-attendees to vote, volunteer, or take part in community events.¹⁶
- Structured sport and recreational activities can help foster a stronger sense of community among children and youth.¹⁷

Recreation reduces health care, social service and police/justice costs

- Physical inactivity has a number of direct and indirect financial impacts on all levels of government.¹⁸
- Parks and recreation programming during non-school hours can reduce costs associated with juvenile delinquency and obesity.¹⁹
- Increased fitness leads to lowered risk factors for substance abuse among youth populations.²⁰

9 Environics Research Group. (2010). *The Arts and the Quality of Life. The attitudes of Ontarians*. Toronto, Ontario: Ontario Arts Council.

10 Francis, Jacinta et al. (2012). *Creating sense of community: The role of public space*. *Journal of Environmental Psychology*. 32(4): 401- 409. <http://dx.doi.org/10.1016/j.jenvp.2012.07.002>

11 Henderson, K., Scanlin, M., Whitaker, L., et al. (2005) *Intentionality and Youth Development Through Camp Experiences*. Canadian Congress on Leisure Research. 11th, Nanaimo, British Columbia.

12 Henderson, K., Scanlin, M., Whitaker, L., et al. (2005) *Intentionality and Youth Development Through Camp Experiences*. Canadian Congress on Leisure Research. 11th, Nanaimo, British Columbia.

13 Totten, M. (2007). *Access to Recreation for Low-Income Families in Ontario: The Health, Social and Economic Benefits of Increasing Access to Recreation for Low-Income Families; Research Summary Report*. Toronto, Ontario: Ministry of Health Promotion.

14 Poway High School Library. (2001). *Teens and sports: The perfect combination? Better Nutrition*, 63(9), 16.

15 LeRoux, Kelly. (2012). *Interest in Arts Predicts Social Responsibility*. Chicago: University of Illinois at Chicago. Press Release.

16 National Endowment for the Arts. (2009). *Art-Goers in Their Communities: Patterns of Civic and Social Engagement*. Nea Research Note #98. Washington, D.C.: Author.

17 Hutchinson, Susan L. (2011). *Physical Activity, Recreation, Leisure, and Sport: Essential Pieces of the Mental Health and Well-being Puzzle*.

18 Canadian Association for Health, Physical Education, Recreation and Dance (CAHPERD). (2004) *Physical Activity: Health benefits and costs to health care system*. Ottawa, Ontario: Author.

19 Witt, Peter A and Cladwell, Linda L. (2010). *The Scientific Evidence Relating to the Impact of Recreation on Youth Development, in The Rationale for Recreation Services for Youth: An Evidenced Based Approach*. Ashburn, Virginia: National Recreation and Parks Association.

20 Collingwood, Thomas R. et al. (2000). *Physical Training as a Substance Abuse Prevention Intervention for Youth*. *Journal of Drug Education*. 30 (4): 435-451.

Recreation is a significant economic generator

- Recent Canadian research indicated that cultural activities have the potential to be significant drivers of economic outputs and employment.²¹
- Evidence suggests that creative activity shapes the competitive character of a city by enhancing both its innovative capacity and the quality of place so crucial to attracting and retaining skilled workers.²²

Green spaces are essential to environmental and ecological wellbeing

- Sustainable public green spaces provide crucial areas for residents of all demographics to be physically and socially active.²³
- Increasing green spaces in urban centres has a number of positive environmental outcomes which can increase sustainability and lower long term infrastructure costs.²⁴
- When children and youth have positive experiences with parks and green spaces, they are more likely to have stronger attitudes towards conservation and preservation of the environment as adults.²⁵



21 Momer, Bernard. (2011) *Our City, Ourselves: A Cultural Landscape Assessment of Kelowna, British Columbia*. Kelowna, British Columbia: City of Kelowna Recreation and Cultural Services.

22 Gertler, M. (2004). *Creative cities: What are they for, how do they work, and how do we build them?* Ottawa, Ontario: Canadian Policy Research Network.

23 Cohen, D. et al. (2007). *Contribution of Public Parks to Physical Activity*. *American Journal of Public Health*, 97(3), 509.

24 Groth, P. (2008). *Quantifying the Greenhouse Gas Benefits of Urban Parks*. San Francisco, California: The Trust for Public Land.

25 Place, G. (2004). *Youth Recreation Leads to Adult Conservation*. Chicago, Illinois: Chicago State University.





SECTION 3

Community Profile

SECTION 3

Community Profile

KEY FINDINGS FROM THIS SECTION

- The city's population continues to grow. The 2016 census identifies a population of 215,106 residents which is an 11.4% increase from 2011.
- By 2031, it is possible that the City of Regina could be serving over 300,000 residents.
- The City is a regional hub serving a CMA population of 236,481.
- 8,020 new Canadians moved to Regina from 2006 – 2011.
- Nearly 10% of Regina's population identifies as Indigenous (2011).
- The City is split into 5 Recreation Zones and 27/30 Community Associations.
- Community Association populations range from 675 to 28,485.

Having a thorough understanding of the current and expected future demographic make-up of the City is important as planning for recreation services is undertaken. Recreation pursuit preferences are subjective; preference can be based on local context, ethnicity and culture, and many other factors. This section provides an understanding of the make-up of the community which impacts City decisions on recreation provision.

Community Context

Regina is the second largest city in Saskatchewan situated in the south-central part of the province. The city sits in the geographical centre of North America and as such is a geographic hub. Indicative of Saskatchewan, Regina spreads over flat, broad plains that provide an abundance of greenery and recreational space. After becoming a City in 1903, Regina settlers planted thousands of trees to decorate the prairie city, designating areas that would eventually become parks and green spaces. This appreciation of recreational space is a virtue that is consistent through the history of Regina and serves as an element of civic pride. Due to the preserved spaces, Regina has a variety of low cost and free

opportunities for recreation including multiple playgrounds, sport courts, cross country ski trails and multi-use pathway systems winding throughout the community. Considering indoor facilities, Regina operates three major recreation centres and one major cultural centre: Sandra Schmirler Leisure Centre, North West Leisure Centre, Sportplex, and the Neil Balkwell Civic Arts Centre. These facilities, along with arenas and neighbourhood recreation centres, offer residents and visitors the opportunity to live an active lifestyle and engage socially with each other in a supportive environment.

The University of Regina is an integral part of the recreational community with high quality programs, services, and facilities. For grade schools, Regina is home to 45 elementary schools and 9 high schools with approximately 21,000 students in the public system. The Catholic school board operate 25 elementary schools and 4 high schools, with half as many students.

Demographics

The city of Regina has a population of 215,106; an 11.4% increase since 2011 (This is an annual average growth rate of 2.28% which greatly exceeds the provincial rate of 1.26%)¹. An additional 21,375 people live in region; as such the population of the census metropolitan area is 236,481.

The 2011 census recorded an Indigenous population of 18,750 which accounted for 9.9% of the city's residents. Also in the 2011 census, it was reported that 21,180 new Canadians were living in Regina, the majority from Asia and Europe. From 2006 to 2011, 8,020 additional new Canadians were reported to have found their new home in Regina. The residence of new Canadians is more concentrated in the South and East neighbourhoods of Regina. In 2011 the highest concentrations of new Canadians reside in Arcola East, Albert Park Dewdney East and AL Ritchie respectively.

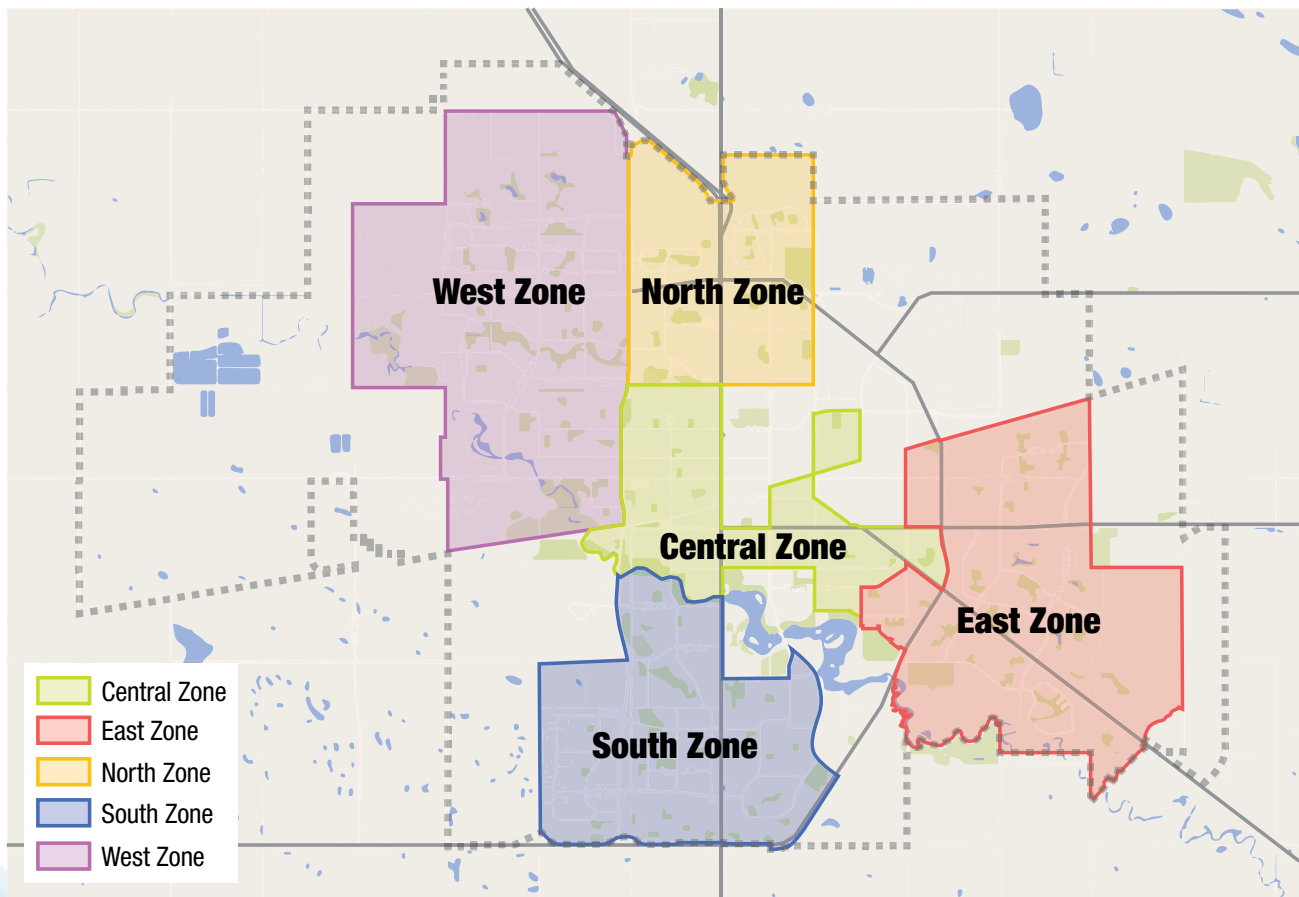
There are several communities surrounding Regina. The most populated regional communities are Emerald Park, White City and Pilot Butte, which are all located east of the city. In addition, the towns of Pense and Grand Coulee are located within 30 kilometres west of Regina. The economy throughout the region is diversified and focused on agriculture, oil and gas and other natural resources.

¹ At the aggregate level, Saskatchewan cities grew 9.9% from 2011 – 2016.

Demographic Statistics

- City of Regina population (2016): 215,106
- Census metropolitan area population (2016): 236,481
- Percentage of Regina's population that identifies as Indigenous (2011): 9.9%
- Number of new Canadians that moved to Regina from 2006 – 2011: 8,020
- Median age (2011): 37.3
- Median family income (2010): \$84,890
- Percentage of population over the age of 65 (2016): 13.8%²
- Percentage of population under the age of 15 (2016): 18.5%³

In order to further manage recreation service provision, Regina is divided into five recreation zones (see the map). By recreation zone, Regina is most populated in the West and East zones, followed by Central, South and North zones.



² Provincially the proportion of the population over the age of 65 is 15.5%. (2016).

³ Provincially the proportion of the population under 15 years of age is 19.6% (2016).

Further to the five recreation zones throughout the City, there are also a number of Community Associations that offer a number of local, neighborhood recreation opportunities to residents. The City supports these Community Associations in a variety of different ways and they are widely considered important stakeholders in the recreation delivery system. The most populated Community Association is Arcola East which has 28,485 residents followed by Dewdney East (18,758), Walsh Acres/Lakeridge/Garden Ridge (13,791), and Alberta Park (13,290).

Recreation Zone/Community Association	Population (2016)
West Zone	58,870
Walsh Acres/Lakeridge/Garden Ridge	13,791
Sherwood/Mccarthy	9,454
Rosemont/Mount Royal	9,047
Twin Lakes	8,369
Prairie View	4,729
Normanview Residents Group	4,417
Normanview West	2,917
Regent Park	2,858
Mcnab	1,763
Dieppe	1,525
North Zone	24,163
Northeast	7,648
Coronation Park	7,444
Argyle Park	3,712
Uplands	5,359
Central Zone	38,528
North Central	9,581
Al Ritchie	8,102
Cathedral	6,669
Heritage	5,386
Centre Square	3,781
Eastview	1,890
Gladmer Park	2,444
Downtown	675
East Zone	49,953
Arcola East	28,485
Dewdney East	18,758
Boothill	2,710
South Zone	43,592
Albert Park (and Harbour Landing)	22,079
Lakeview	7,727
Hillsdale	7,086
Whitmore Park	6,700

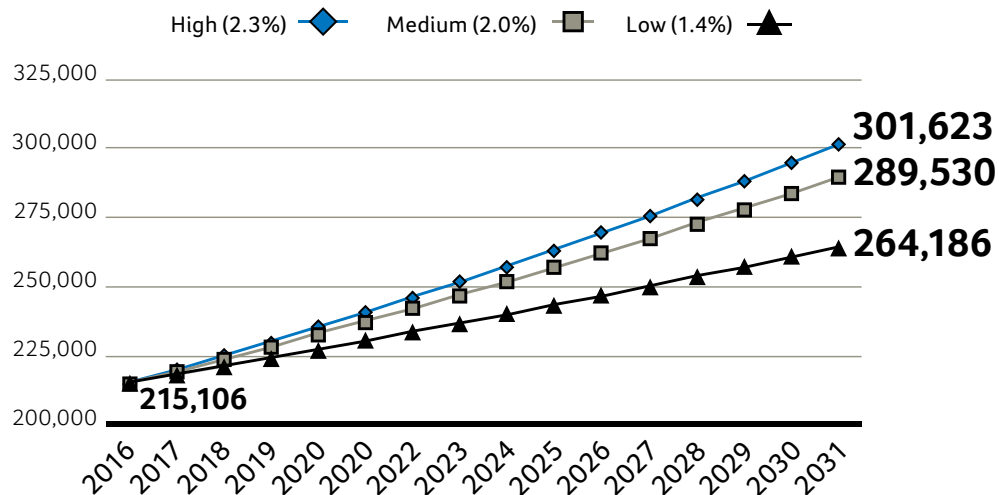
Population Projections

From 2011 to 2016, Regina's population increased by 11.4% which is a higher growth rate compared to the 7.7% increase experienced from 2006 to 2011. Looking back at the last 5, 10 and 15 years, Regina has experienced a 2.3%, 2.0%, and 1.4% average annual growth respectively. Applying these rates as scenarios over the next 15 years Regina's population could grow to a total between 264,186 and 301,623 by 2031. See the accompanying table and graph.

Scenario	Annual Growth	Based On	2016	2021	2026	2031
High	2.3%	2011 – 2016	215,106	240,763	269,480	301,623
Medium	2.0%	2006 – 2016	215,106	237,501	262,229	289,530
Low	1.4%	2001 – 2016	215,106	230,359	246,693	264,186

15 Years Projection Scenarios

City of Regina



Previously formulated projections for the City of Regina and the broader Census Metropolitan Area (CMA) are displayed in the charts below. Based on the projections, by 2031, the Regina area population could surpass 300,000 residents including 250,000 residing in the City.

City of Regina Projections By	2011	2016	2021	2026	2031	2041
Hemson Consulting Ltd. (2013) ^A	198,380	220,060	239,590	258,130	276,080	310,030
Derek Murray Consulting and Associates (2010) ^B	199,250	215,370	227,900	239,280	259,900	—

CMA Projections By	2011	2016	2021	2026	2031	2041
Hemson Consulting Ltd. (2013) ^A	216,290	240,650	262,970	284,120	324,150	343,420
Derek Murray Consulting and Associates (2010) ^B	216,530	234,170	248,280	261,220	284,500	—

A City of Regina Population, Housing and Employment Forecasts and Land Needs Analysis to 2041 (2013). Hemson Consulting Ltd.

B Population, Employment and Economic Analysis of Regina (2010). Derek Murray Consulting and Associates.





SECTION 4

Background Review

SECTION 4

Background Review

KEY FINDINGS FROM THIS SECTION

- The Vision for the City of Regina is: Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.
- The City has a number of planning documents already approved and being implemented that build support and justification for recreation services and are relevant when contemplating future recreation services.
- There are also provincial and national planning influences that need to be considered such as the National Framework for Recreation and the Canadian Sport for Life movement.
- The renewed definition of Recreation: Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing (A Framework for Recreation in Canada).

A series of municipal plans and studies have been reviewed to identify references to recreation and justification for provision and investment and its place in other planning contexts. It is instructive to review these plans and studies to consider their recommendations and conclusions and the potential influence they will have on future services. This section also reviews pertinent provincial and national level plans and frameworks that illustrate the broader goals of the recreation sector and again, will influence future service provision.

Municipal Planning

Design Regina: Official Community Plan

Purpose

- To manage the city's growth to 300,000 people and set the stage for its longer-term development. It provides the City with direction on where and when new development will happen, how municipal services will accommodate this growth, and other factors affecting Regina citizens' quality of life, including parks and recreation.

Key Elements

- Vision: Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.
- Community Priorities: Develop complete neighbourhoods; Embrace built heritage and invest in arts, culture, sport and recreation; Create better, more active ways of getting around; Promote conservation, stewardship and environmental sustainability; and Achieve long-term financial viability.
- Activity Centres: Areas for active and passive recreation use that accommodate institutions and social facilities, indoor and outdoor recreation facilities and other active uses connected, where feasible, by active transportation links.

Points in the Document that are Pertinent for Recreation Planning

- Goal: Maintain, enhance and extend an interconnected and accessible open space system.
- Goal: Ensure access to a variety of recreation programs and services in all neighbourhoods.
 - » Multifunctional parks and open spaces
 - » Variety of recreation programs and service (direct and/or indirect delivery)
 - » Minimize barriers
 - » Consider the needs of vulnerable populations
 - » Design spaces for year-round use whenever possible

- D7 Parks, Recreation and Open Space
 - » Develop complete neighbourhoods
 - » Embrace built heritage and invest in arts, culture, sport and recreation
 - » Create better, more active ways of getting around
 - » Promote conservation, stewardship and environmental sustainability; and
 - » Achieve long-term financial viability.

Building the Foundation: Strategic Plan 2014 – 2018

Purpose

- The plan lays out the critical first steps so that the City will be well-positioned to deliver on the Official Community Plan in the future.

Key Elements

- Mission: The City of Regina contributes to its citizens' quality of life by providing services and infrastructure at a level and of a quality that is sustainable.
- Values: Performance driven and accountable; Responsive and respectful; Innovative and creative; focused on excellence.
- Directions: Manage growth; Improve financial viability; Engage and develop staff; Engage citizens.

Points in the Document that are Pertinent for Recreation Planning

- Objectives:
 - » A full-life cycle Asset Management approach is being used to support infrastructure renewal decisions.
 - » Decisions about programs and assets reflect future service needs
 - » Reconcile service expectations against the fiscal realities of the City.
 - » The City is responsive to customers' needs by meeting established Customer Service Standards.

Recreation Facility Plan 2010 – 2020

Purpose

- To ensure that investments in sport, culture and recreation infrastructure occur in a manner that enhances the quality of life of Regina citizens by meeting the highest priority needs of present and future populations, is aligned with the Official Community Plan (the Regina Development Bylaw No. 7877) and other corporate and community initiatives, and is fiscally responsible.

Key Elements

- Guiding Principles: Outcomes-based and targeted; Fiscally responsible and financially sustainable; Affordable; Complementary; Aligned; Clustered; Integrated; Flexible, multi-use, multi-season, multi-generational and environmentally sustainable design.
- Hierarchy and Distribution of Facilities: City wide level; Zone level; Neighbourhood level.

Points in the Document that are Pertinent for Recreation Planning

- Strategic Directions:
 - » Provide a centrally located city-wide indoor facility to serve both leisure and competitive aquatic needs with complementary fitness amenities.
 - » Provide smaller community destination facilities in the north, east and south areas with a connection to other indoor and outdoor recreation facilities.
 - » Provide a city-wide outdoor facility in Wascana Park with a variety of aquatic and non-aquatic play amenities.
 - » Provide outdoor pools in the north, central and south areas, as well as spray pad facilities throughout the city at community destination and neighbourhood hub facilities where possible.
 - » Provide city-wide facilities that serve visual and performing arts at the recreation level (beginner to intermediate).
 - » Support advanced/professional theatre and galleries, where there is a direct benefit back to the community, through financial support and consulting services.

- » Ensure an adequate inventory of ice time is available in city-wide destination indoor arenas, through a combination of city-owned/operated as well as community-owned/operated facilities, to enable a base level of participation in ice activities.
- » Provide outdoor skating experiences in a well distributed manner throughout the city in conjunction with community destination facilities and neighbourhood hub facilities.
- » Provide a city-wide indoor skateboard facility with outdoor skateboard facilities and elements strategically located throughout the city.
- » Provide neighbourhood centres in high needs neighbourhoods or those with geographic barriers to accessing community destination facilities.
- » Enhance neighbourhood centre facilities as neighbourhood hub facilities, in a manner that is complementary to schools which also serve as hub facilities, through the development of amenities in the surrounding space.
- » Maintain existing centres that are targeted at senior age segments, with long term plans to ensure all facilities accommodate the needs of this growing segment of the population.
- » Provide high quality sport and outdoor recreation facilities at the citywide, community destination and neighbourhood hub levels through direct delivery and partnerships:
 - Municipal Leadership: playgrounds, pathways, spray pads, athletic fields, ball diamonds, outdoor tennis, dog parks.
 - Community Leadership: indoor tennis, racquet sports, skiing, floral conservatory.
- » Enable and support community leadership and involvement in the development, redevelopment and operation of sport, culture and recreation facilities.

The Open Space Management Strategy

Purpose

- To provide a comprehensive strategy for effectively planning, managing and sustaining Regina's open space system.

Key Elements

- The guiding principles are meant to be top of mind in the decision making process. A few of the guiding principles are noted below.
 - » Recreational open space is an essential element in promoting community wellness and healthy living.
 - » A diverse range of recreational open space opportunities should be accessible to all residents of Regina regardless of their age, gender, economic circumstances, cultural background, or ability level.
 - » Open space should be distributed as equitably as possible to provide recreation opportunities for citizens in all areas of the city.
 - » All areas of the city shall have access to a consistent quality of parks and recreation opportunities and facilities.
 - » All forms of open space should be managed in an environmentally sensitive manner.
 - » Open space components should be integrated into a comprehensive system linking parks, pathways and leisure facilities where desirable and possible.

Points in the Document that are Pertinent for Recreation Planning

- Policy Recommendations:
 - » To maximize the benefits of recreational open space, the City of Regina shall as a goal strive toward developing an integrated open space system.
 - » The City of Regina shall plan and develop park facilities that are flexible in design, incorporate multiple use opportunities that are capable of accommodating changing demographics and new recreational and sporting trends.
 - » The City of Regina shall adopt universal design and geographic accessibility as the guiding principles in all future development of play spaces.

Cultural Plan

Purpose

- To strategize around the Arts, inter-culturalism, and other cultural assets in meeting the City's vision to be Canada's most vibrant, inclusive, sustainable, attractive community where people live in harmony and thrive in opportunity.

Key Elements

- Goals: Embrace cultural diversity; Strengthen the artistic and cultural community; Commemorate and celebrate the City's cultural heritage.

Points in the Document that are Pertinent for Recreation Planning

- Objectives and Actions:
 - » Establish formal processes based on mutual respect and open communication to sustain engagement with First Nations and Métis communities in defining and responding to cultural needs and aspirations.
 - » Increase awareness of the City's cultural and recreation programs to Newcomer populations.
 - » Ensure City programs include Newcomers' perspectives and cultural needs from development to delivery.
 - » Develop accommodations through policy and procedures for diverse community's cultural practices in City-owned buildings and facilities.
 - » Work with Community Associations to explore opportunities with the City, and other partners, for programs and events at the neighbourhood level to profile and celebrate the city's diversity.

- » Create opportunities for mentorship and partnership programs between established cultural organizations and emerging ones to enhance vibrancy in City Square.
- » Support opportunities, both with City-owned facilities and those in community, for an incubator or shared space that brings together different cultural organizations and enterprises to spark innovation, cooperation, and new economic activity.
- » Conduct an analysis of City-owned facilities, like Neighbourhood Centres and the Neil Balkwill Civic Arts Centre, to identify enhancements to better support cultural programming.
- » Develop cross-media strategies for City-owned cultural assets; the Neil Balkwill Civic Arts Centre, Civic Art Collection, City Square.
- » Ensure the inclusion of live/work spaces in new neighbourhoods.

Outdoor Pools Facility Plan

Purpose

- To develop a long-term facility and operation plan for the City's five outdoor pools.

Key Elements

- Three of the five outdoor pools were built in the 1940's while the remaining two were built in the 1960's.
- Annual operating costs are \$935,000 and approximately \$200,000 in revenue (75 – 80% subsidization).

Points in the Document that are Pertinent for Recreation Planning

- Five options for moving forward were presented (status quo, remedial, rebuild, enhanced, and closure).
- Direction expected to be provided in the Recreation Master Plan.

Neighbourhood Support Model

Purpose

- To establish a framework to support a consistent, coordinated approach to building and sustaining effective, successful neighbourhood organizations in their work to build and grow healthy, vibrant and engaged neighbourhoods.

Key Elements

- Goals:
 - » Intentional, consistent practice of community development values, activities and tools to build active, creative engaged neighbourhoods.
 - » Citizen-driven community action and change.
 - » Development of leaders at the neighbourhood level.
 - » Increased organizational capacity of Community Associations to respond to neighbourhood needs and opportunities.
 - » Enhanced sport and recreation programming through improved city-wide coordination and collaboration of sport delivery groups.
 - » Increased tangible collaboration across sectors including schools, businesses, community based organizations and health.

Points in the Document that are Pertinent for Recreation Planning

- Recommendations:
 - » Neighbourhood level volunteer education and training in community development.
 - » Delivery of skill and knowledge based training.
 - » Ongoing mentorship, coaching and support.
 - » Development of new Community Associations in new subdivisions and neighbourhoods.
 - » Support for the amalgamation of Community Associations where there is expressed need or desire to increase capacity and effectiveness.

Transportation Master Plan

Purpose

- The Transportation Master Plan provides direction for how to balance investment in transportation infrastructure and provide all citizens with improved transportation choices.

Key Elements

- Transportation Directions:
 - » Offer a range of sustainable transportation choices for all.
 - » Integrate transportation and land use planning.
 - » Elevate the role of public transit.
 - » Promote active transportation for healthier communities.
 - » Optimize road network capacity.
 - » Invest in an affordable and durable system.
 - » Support a prosperous Regina and region.

Points in the Document that are Pertinent for Recreation Planning

- Direction #4: Promote active transportation for healthier communities.
 - » Goal #1: Active modes of transportation will be prioritized in City policies and processes.
 - » Goal #2: Active modes will be promoted as an integral part of how Regina residents get to work and school.
 - » Goal #3: A comprehensive city-wide bikeway network will connect people to destinations and activities.

Provincial Planning

Saskatchewan Ministry of Parks, Culture, and Sport Plan for 2015 – 2016

The Government of Saskatchewan, Ministry of Parks, Culture, and Sport developed a plan which includes mandate and mission statements as well as goals and strategies related to recreation service throughout the province

Saskatchewan's Vision

- To be the best place in Canada to live, to work, to start a business, to get an education, to raise a family and to build a life.

Mission Statement

- Contribute to Saskatchewan's high quality of life, instill pride and enhance economic growth through management of the Saskatchewan Provincial Parks system, the provision of arts, culture, sport and tourism opportunities and through stewardship of provincial heritage resources.

Select Goals and Strategies

- Ministry goal: Improve Saskatchewan's quality of life by increasing participation in arts, sport, recreation, and culture and heritage activities.
- Strategy: Increase participation in sport, culture and recreation activities, especially by children and youth.
- Key actions: Address barriers to participation; target investment in training and leadership opportunities.

Saskatchewan Parks and Recreation Association 2014 – 2019 Strategic Plan

The Saskatchewan Parks and Recreation Association (SPRA) strategic plan outlines the Association's vision, mission, and values as well as its long term and intermediate outcomes as presented below. The City of Regina is a member of the SPRA.

Sector Vision

- We envision a Saskatchewan in which all citizens have equitable access to recreation experiences that: Contribute to mental and physical health and wellbeing; result in well rounded, well-adjusted contributing members of their community; and provide connection and attachment to their community(ies) and environment.

Mission

- SPRA provides leadership, facilitation, programs and services to enhance the impact of recreation for the quality of life in Saskatchewan.

Long-term Outcomes

1. SPRA is a strong and effective organization driven by the needs of its members, providers and the public.
2. The recreation sector is served by informed and highly competent volunteers and professionals.
3. The delivery network is effective and meets the needs of Saskatchewan people.
4. Recreation is necessary to the wellbeing of communities, environments and individuals.

SPRA's Recreation Sector Public Relations Strategy

SPRA supports its members by increasing awareness and supporting advocacy efforts. Its Recreation Sector Public Relations Strategy is driven by four aims.

1. Establish and strengthen the recreation sector as a valued contributor and bridge builder in social and economic development;
2. Secure a position of influence to public agendas and allocation of public resources;
3. Build and reinforce pride for practitioners and volunteers in the sector; and,
4. Increase recognition and strengthen public support for recreation services and infrastructure.

Inter-Municipal Collaboration in Recreation

The Inter-Municipal Collaboration in Recreation is a guide for municipalities in Saskatchewan looking to engage in partnerships with each other. The guide, developed by the SPRA and the Saskatchewan Urban Municipalities Association, suggests a series of steps required to lead and facilitate a partnership agreement. Examples of partnerships are provided such as regionalized facilities, staffing, and exchanging services. Being able to identify mutual benefit is an important early step in the collaboration process. The guide leads potential partners through a philosophical understanding of the partnership before presenting tools and templates to gather data and outline responsibilities.

National Planning and Initiatives

A Framework for Recreation in Canada 2015: Pathways to Wellbeing

A Framework for Recreation in Canada provides a vision, five goals, and foundational values and principles for the delivery of recreation in Canada. While it is understood that recreation is a broad term and that local interests, priorities and needs differ from region to region and in each individual community, aligning the recreation sector can help build a stronger case for investment in recreation. The Framework outlines both a renewed definition and vision for recreation in Canada and includes priority action items for all stakeholders involved in recreation provision including, but not limited to, municipalities, province and federal governments, non-profit groups, post-secondary institutions, and the private sector.

Definition of Recreation

- Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

Vision

- We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:
 - » Individual wellbeing
 - » Community wellbeing
 - » The wellbeing of our natural and built environments

Goals

The Framework is organized into five overarching goal areas

1. Active living
2. Inclusion and access
3. Connecting people and nature
4. Supportive environments
5. Recreation capacity

Canadian Sport for Life

Canadian Sport for Life (CS4L) is a movement that promotes quality sport and physical activity. It is led by Sport for Life Society, a federal not-for-profit society that was incorporated in September 2014 and comprises experts from sport, health, recreation, and academia who are employed as independent contractors, yet work cooperatively to promote the movement's goals. The movement introduces two important concepts that influence how recreation and sport activity should be planned, promoted, organized, and delivered. As it relates to the provision of recreation, it is important to consider these two concepts as they define a broader social good.

Long-Term Athlete Development

- This model is a seven-stage training, competition, and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood.

Physical Literacy

- This is defined as the motivation, confidence, physical competence, knowledge, and understanding to value and take responsibility for engagement in physical activities for life.

Calls to Action

The movement also calls upon municipalities to help the cause through:

- Physical literacy program development;
- Aligning municipal planning and sport strategy development with CS4L principles;
- Supporting and working with Sport Councils;
- Planning and providing facilities in alignment with CS4L principles; and
- Aligning access and allocation processes and protocols with CS4L principles.

Truth and Reconciliation

Reconciliation Canada is an Indigenous-led organization that envisions a vibrant Canada where all peoples achieve their full potential and shared prosperity through meaningful relationships, values-based dialogue, leadership and action. Several "calls to action" were outlined in the Truth and Reconciliation report commissioned by Reconciliation Canada in 2016. Two of these are pertinent to the public delivery of recreation services.

Sports and Reconciliation

- Call to Action 87. We call upon all levels of government, in collaboration with Aboriginal peoples, sports halls of fame, and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history.
- Call to Action 88. We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth, and continued support for the North American Indigenous Games, including funding to host the games and for provincial and territorial team preparation and travel.





SECTION 5

Facility Inventory

SECTION 5

Facility Inventory

KEY FINDINGS FROM THIS SECTION

- Regina's recreation spaces are aging as they have an average age of 37 years.
- The replacement value of the City's recreation facilities is over \$199 million; modernized replacement value is likely beyond \$377 million.
- The City invests over \$8 million annually to operate recreation facilities.
- The average age of the five outdoor swimming pools is 64 years. Of the five pools, useful life expectancy ranges from 1 – 5 years.

The City of Regina operates a variety of recreation facilities and support spaces, both indoor and outdoor. Before planning new facilities, it is important to know the context of the City's existing facilities.

Overview of City Facilities

The average age of the facilities listed below is 37 years. Collectively they have an estimated replacement value exceeding \$199M if the facilities were rebuilt to their current form. Modernized replacement values, as seen in the next column, represents the cost (\$377.5M+) to rebuild Regina's current inventory of facilities to modern standards.

The City has a variety of recreation spaces in addition to the assets outlined in this section such as:

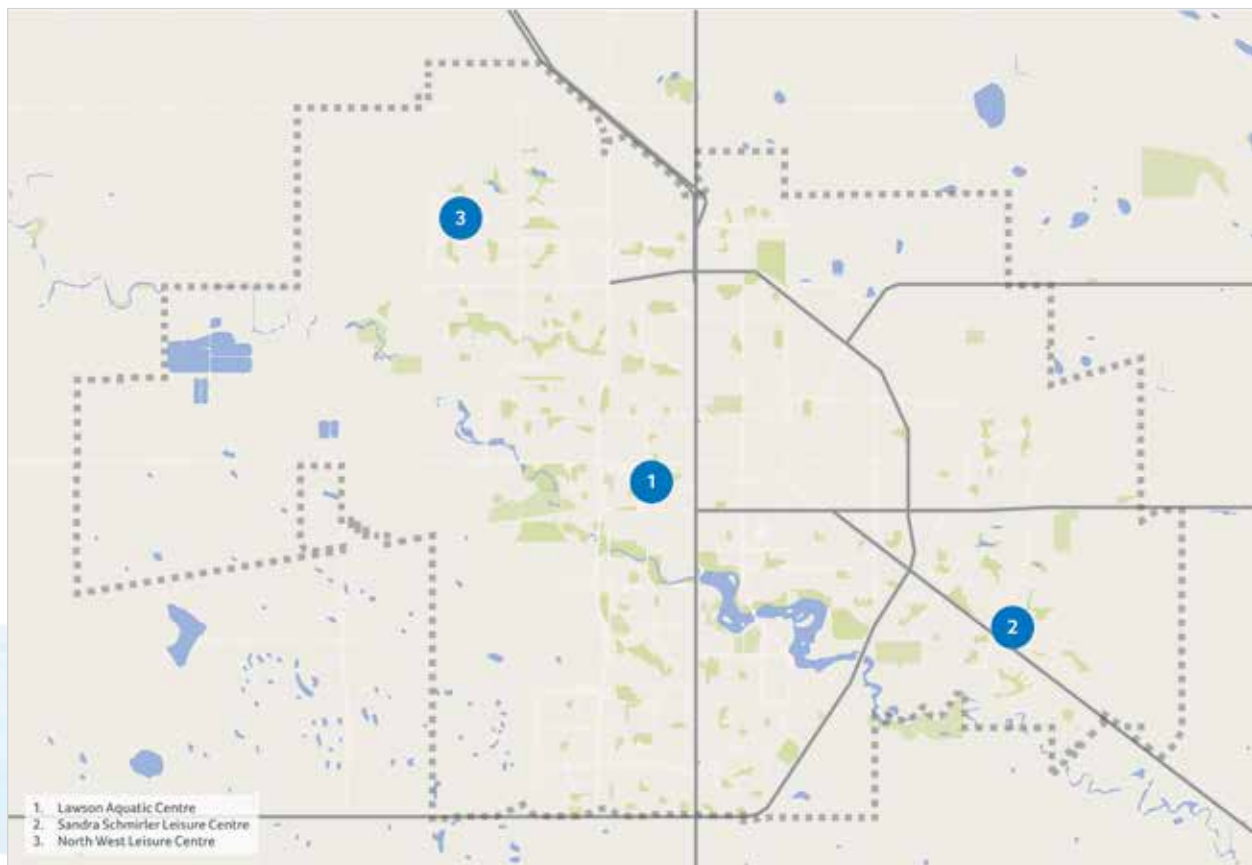
- 60 outdoor rinks at 40 locations
 - » Including the Speed Skating Oval & Victoria Park
- 15 picnic sites
- 40 tennis courts at 17 locations
 - » 25 of the 40 courts have pickleball lines
- 163 ball diamonds
- 60 dedicated sports fields
 - *Note that 48 other passive park spaces throughout the City are also booked as field in some instances.
- 3 skateboard parks
 - » Plus 1 skateboard pod (temporary structures)
- 1 outdoor fitness equipment location
 - » 13 pieces of equipment
- 29 outdoor basketball courts
- 2 dedicated off-leash dog parks
 - » Plus 5 seasonal off-leash dog areas
- Regent Par 3 Golf Course
- Variety of park spaces and natural areas for spontaneous use, including Wascana Park

Facility Type	Number of Facilities	Average Age (in 2017)	Replacement Value (As Is)	Modern Replacement Value	Annual Expenses
Aquatic Centres	3	34	\$45,210,592	\$100M+	\$2,580,782
Ice Arenas	8	43	\$56,348,704	\$120M+	\$2,246,506
Fieldhouses	1	30	\$22,964,690	\$30M+	\$728,631
Arts Centres	1	35	\$4,408,155	\$15M+	\$217,300
Community Centres	12	34	\$47,042,402	\$60M+	\$1,902,011
Spray Pads	15	22	\$3,042,342	\$7.5M+	\$60,820.66
Outdoor Pools	5	64	\$11,048,611	\$35M+	\$881,247
Support Spaces	19	33	\$9,004,433	\$10M+	\$221,281
Total	64	37	\$199,069,929	\$377.5M+	\$8,838,579

Aquatic Centres

The City operates three indoor aquatic centres. The Lawson Aquatic Centre is the only 50m competition pool in the region and it was built in 1975. The YMCA operates two aquatic centres; a 25 metre pool at the Downtown location and 20 and 10 metre pools at the Northwest YMCA. The University of Regina also operates a 25 metre pool.

Aquatic Centres	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Lawson Aquatic Centre	1975	42	\$18,875,167	\$1,050,233
Sandra Schmirler Leisure Centre	1990	27	\$16,277,187	\$728,952
North West Leisure Centre	1983	34	\$10,058,238	\$801,597
Average	1983	34	\$15,070,197	\$860,261
Total	—	—	\$45,210,592	\$2,580,782



Ice Arenas

The City operates eight standalone arenas, six of which were constructed in the 1970's. The Co-operators Centre, operated by the Regina Exhibition Association Ltd., is the newest ice arena facility in the city and has six regulation sized ice sheets. The Brandt Centre also hosts some community use.

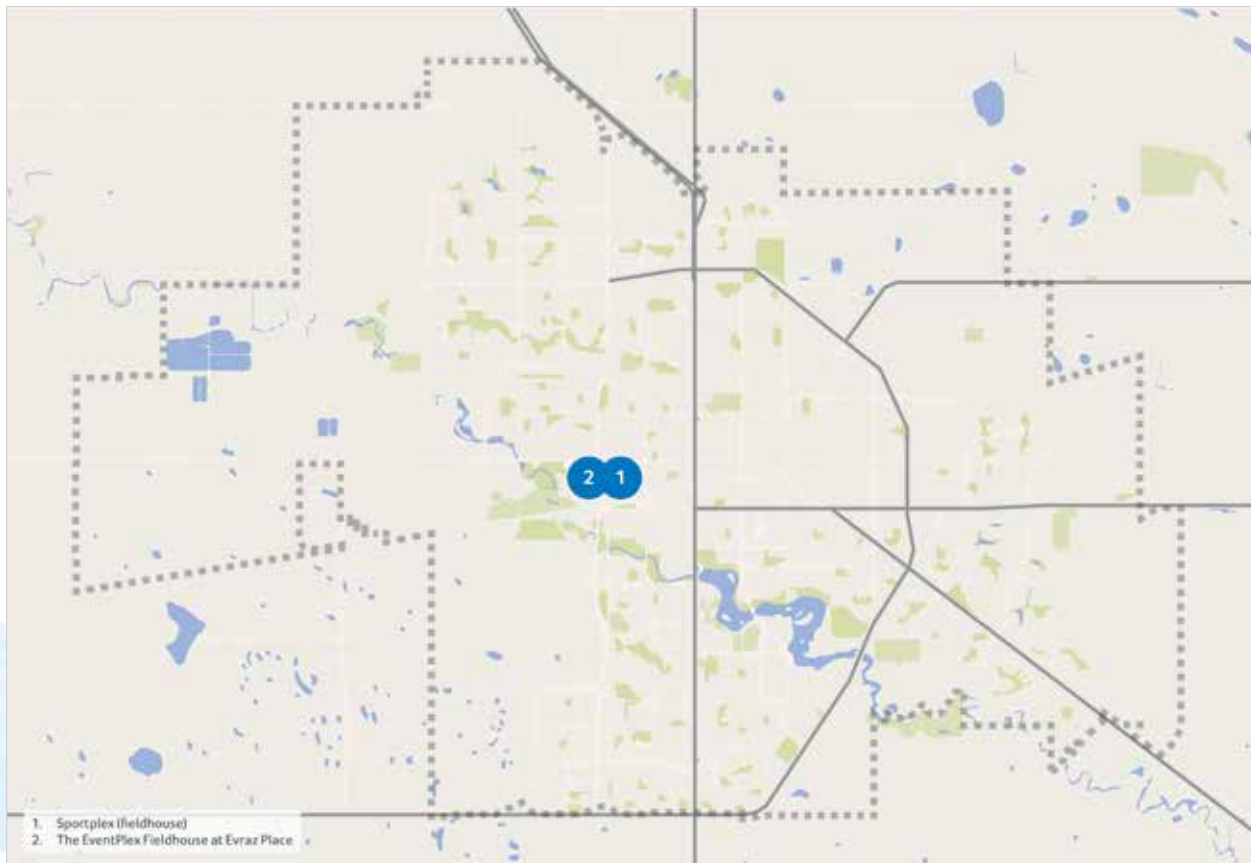
Ice Arenas	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Al Ritchie Memorial Arena	1966	51	\$8,222,993	\$390,592.25
Murray Balfour Arena	1976	41	\$5,577,679	\$321,506.20
Doug Wickenheiser Arena	1989	28	\$9,360,261	\$284,821.18
Jack Staples Arena	1971	46	\$5,565,668	\$280,301.80
Clarence Mahon Arena	1976	41	\$5,386,788	\$274,288.10
Wheat CityKinsmen Arena	1970	47	\$5,290,006	\$267,259.66
Jack Hamilton Arena	1975	42	\$5,212,052	\$234,264.94
Optimist Arena	1970	47	\$5,472,290	\$193,471.84
Average	1974	43	\$6,260,967	\$280,813.25
Total	—	—	\$56,348,704	\$2,246,505.97



Fieldhouses

The Fieldhouse is a component at the Sportplex and contains a 200 metre indoor track, court space, and fitness equipment.

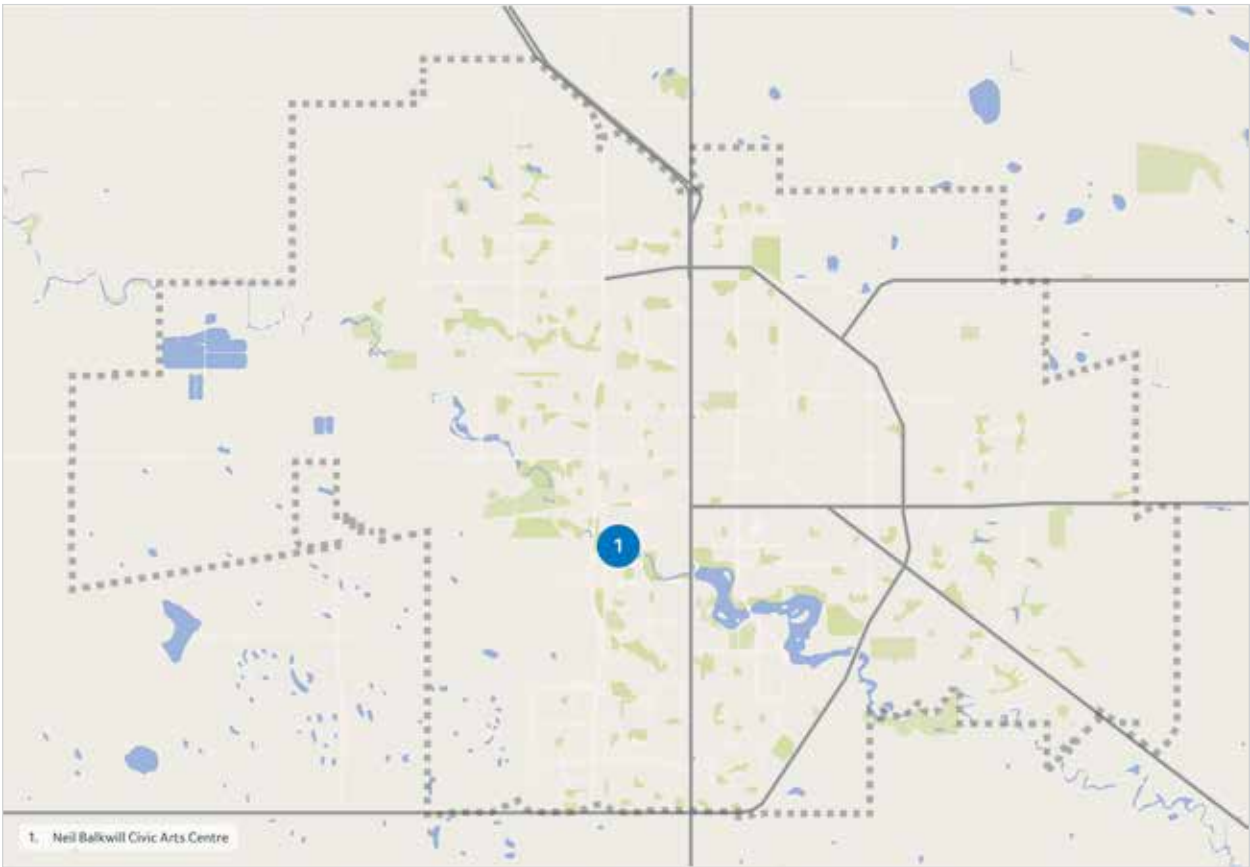
Fieldhouses	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Fieldhouse at the Sportplex	1987	30	\$22,964,690	\$728,631



Arts Centres

The Neil Balkwill Civic Arts Centre provides a variety of fine arts and craft programs as well as workshops and exhibition spaces. The facility is home to the Art Gallery of Regina.

Arts Centres	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Neil Balkwill Civic Arts Centre	1982	35	\$4,408,155	\$217,300



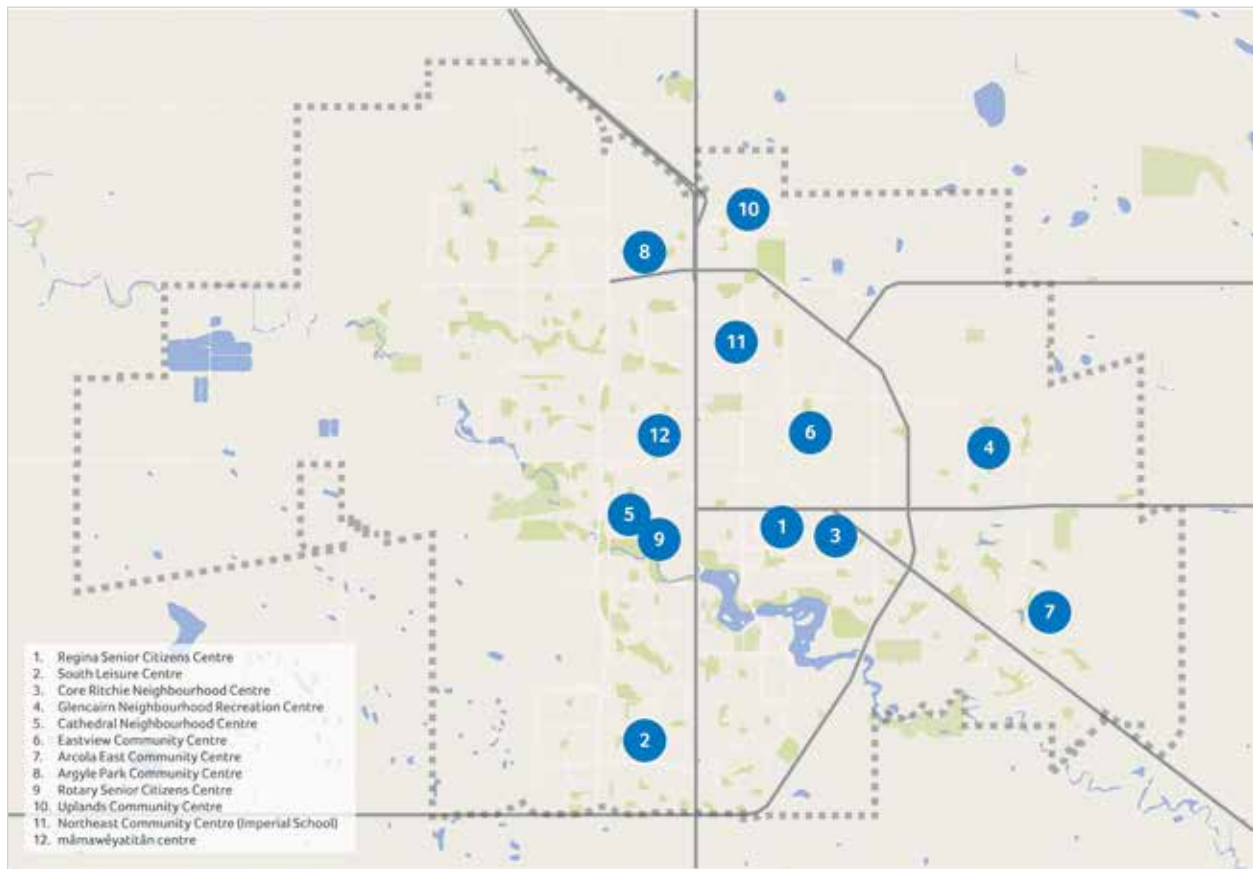
Community Centres

The city owns a variety of community centres, some of which are operated in partnership with Community Associations. The estimated replacement value of these facilities is estimated at over \$60M.

Community Centres	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Regina Senior Citizens Centre	1981	36	\$6,657,021	\$261,739
South Leisure Centre	1986	31	\$6,114,893	\$221,469
Core Ritchie Neighbourhood Centre	1986	31	\$3,764,085	\$261,184
mâdawêyatîtan centre	2017	0	\$8,800,000	\$641,312
Glencairn Neighbourhood Recreation Centre	1978	39	\$4,161,414	\$118,692
Cathedral Neighbourhood Centre	1984	33	\$3,233,734	\$193,221
Eastview Community Centre	1993	24	\$2,023,323	\$66,818
Arcola East Community Centre	2000	17	\$4,996,842	\$58,013
Argyle Park Community Centre	1989	28	\$1,942,377	\$28,748
Rotary Senior Citizens Centre	1979	38	\$602,707	N/A*
Uplands Community Centre	1989	28	\$1,871,174	\$26,455
Northeast Community Centre (Imperial School)	1950	67	\$2,874,832	\$24,360
Average	1983	34	\$3,920,200	\$172,910
Total	—	—	\$47,042,402	\$1,902,011

* Part of Regina Seniors Citizen Centre.

Community Centres (Continued)

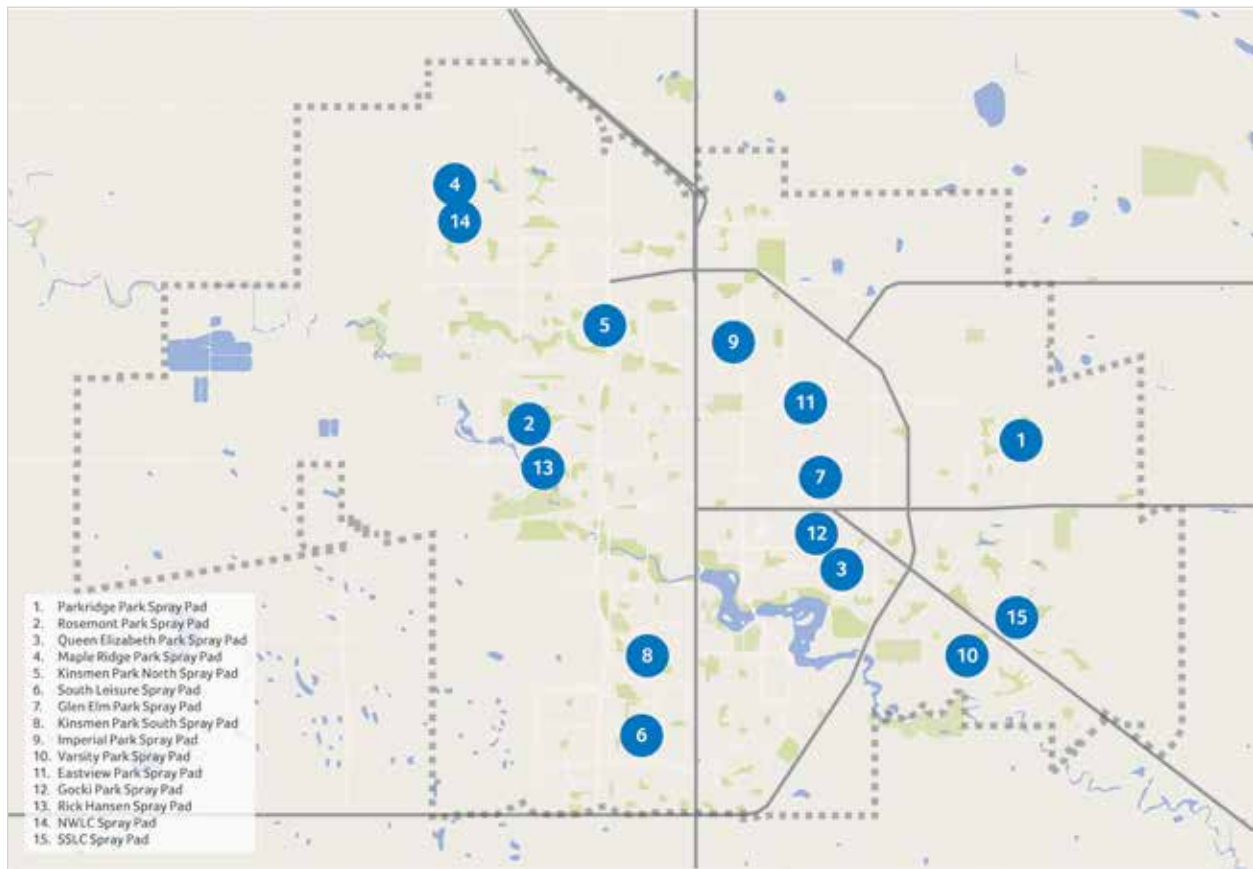


Spray Pads

There are 15 spray parks in the City's inventory, including four that were redeveloped in 2017.

Spray Pads	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Parkridge Park Spray Pad	2017	0	\$170,000	\$5,516.65
Rosemont Park Spray Pad	1950	67	\$118,198.63	\$4,911.54
Queen Elizabeth Park Spray Pad	1962	55	\$110,819.84	\$4,687.23
Maple Ridge Park Spray Pad	2017	0	\$230,000.00	\$4,249.03
Kinsmen Park North Spray Pad	1958	59	\$106,902.73	\$3,283.20
South Leisure Spray Pad	1999	18	\$132,757.69	\$3,243.41
Glen Elm Park Spray Pad	1960	57	\$119,826.83	\$3,039.95
Kinsmen Park South Spray Pad	2003	14	\$279,915.00	\$2,985.80
Imperial Park Spray Pad	2010	7	\$153,029.96	\$2,937.92
Varsity Park Spray Pad	1984	33	\$81,628.22	\$2,882.50
Eastview Park Spray Pad	2006	11	\$104,263.27	\$2,799.37
Gocki Park Spray Pad	2017	0	\$230,000	\$2,748.37
Rick Hansen Spray Pad	2017	0	\$180,000	\$2,535.69
NWLC Spray Pad	2016	1	\$650,000.00	\$7,500
SSLC Spray Pad	2016	2	\$375,000	\$7,500
Average	1995	22	\$202,822.81	\$4,054.71
Total	—	—	\$3,042,342.17	\$60,820.66

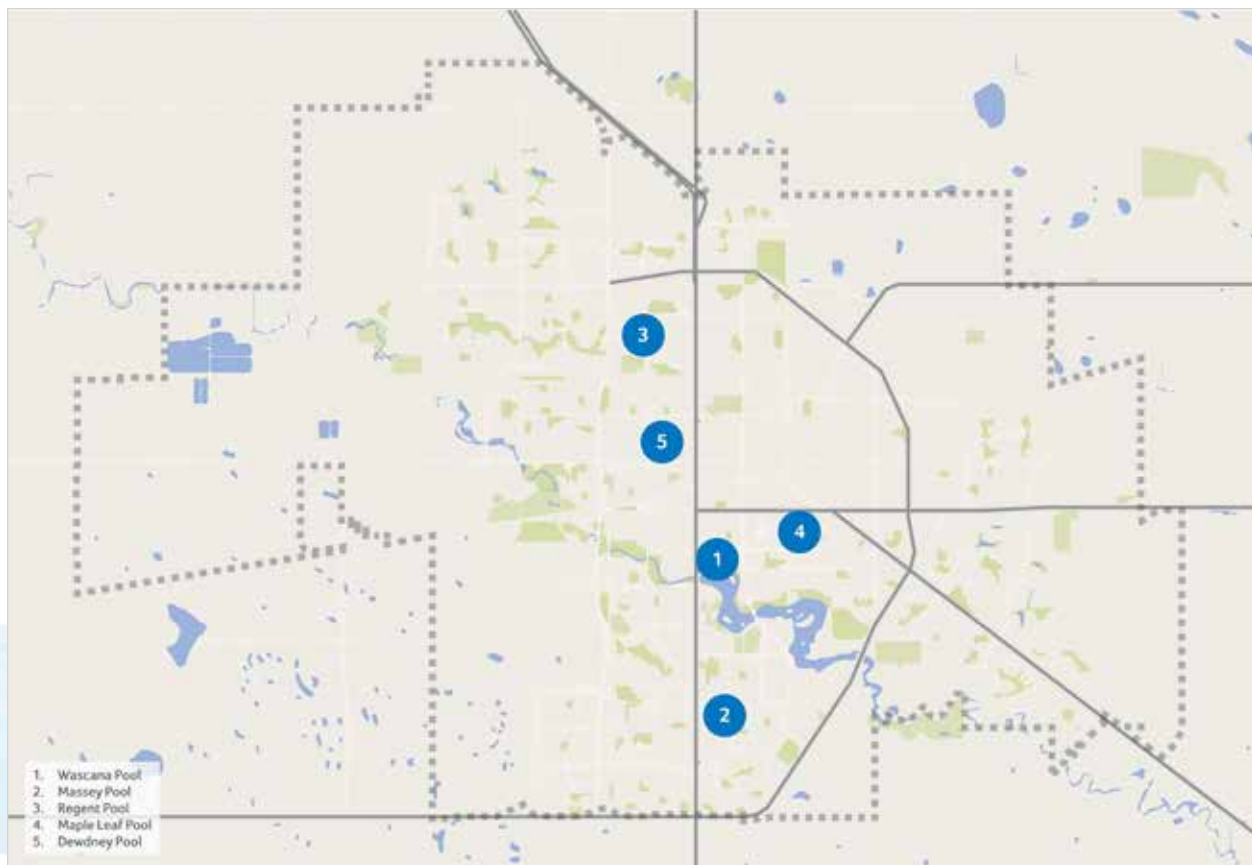
Spray Pads (Continued)



Outdoor Pools

The City operates five outdoor swimming pools. All of which are over 50 years of age, including three that were constructed in the 1940's.

Outdoor Pools	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Wascana Pool	1947	70	\$2,432,410	\$214,932
Massey Pool	1964	53	\$2,861,810	\$151,526
Regent Pool	1962	55	\$2,717,395	\$175,644
Maple Leaf Pool	1946	71	\$1,484,047	\$176,795
Dewdney Pool	1946	71	\$1,552,949	\$162,350
Average	1953	64	\$2,209,722	\$176,249
Total	—	—	\$11,048,611	\$881,247

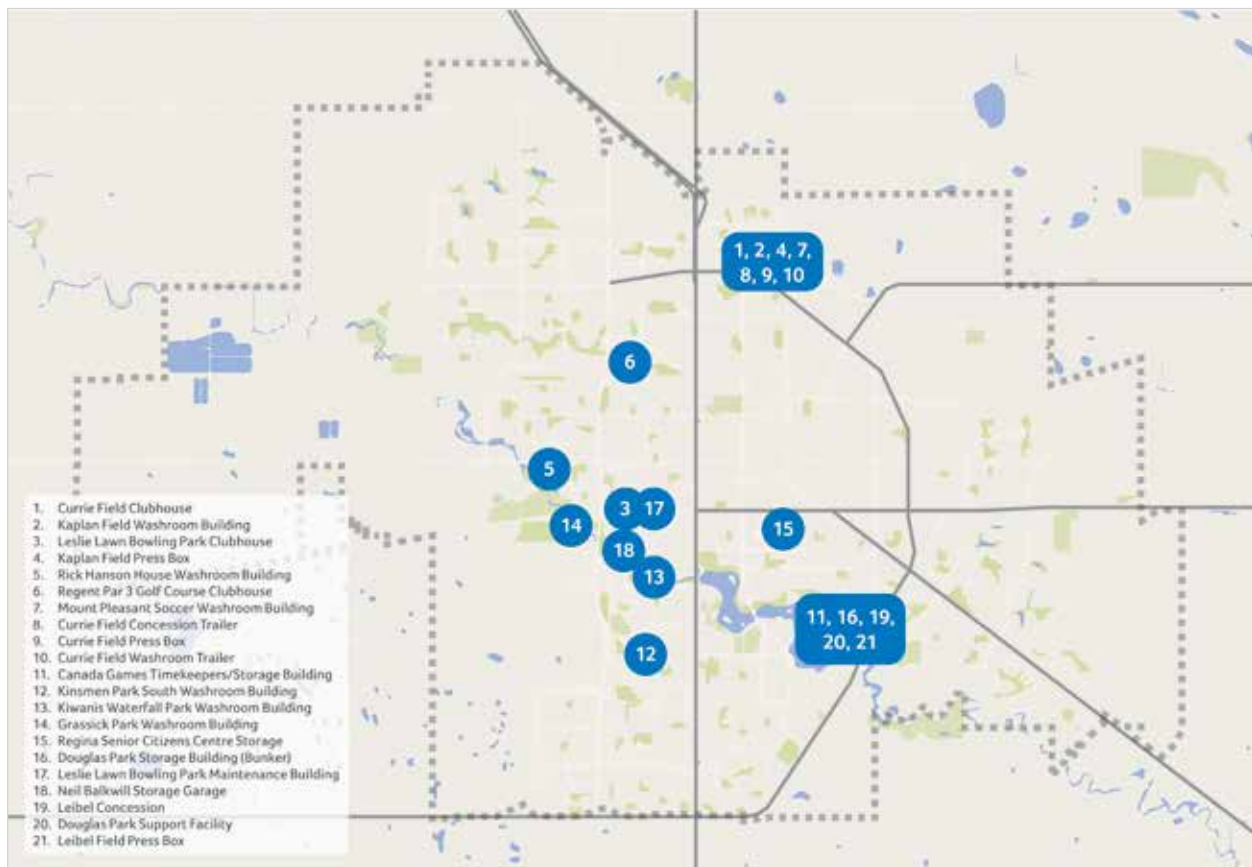


Support Spaces

A variety of support facilities are used to enhance user experience at recreation and park spaces. Annual expenses for these facilities are nearly \$135,000.

Support Spaces	Year Constructed	Age (in 2017)	Replacement Value	Annual Expenses
Currie Field Clubhouse	1968	49	\$812,875	\$49,701.40
Kaplan Field Washroom Building	1978	39	\$732,946	\$18,069.64
Leslie Lawn Bowling Park Clubhouse	1969	48	\$543,622	\$12,012.05
Kaplan Field Press Box	1977	40	\$156,836	\$11,345.61
Rick Hanson House Washroom Building	1989	28	\$407,458	\$11,088.35
Regent Par 3 Golf Course Clubhouse	1965	52	\$343,269	\$9,097.46
Mount Pleasant Soccer Washroom Building	1977	40	\$597,912	\$8,306.09
Currie Field Concession Trailer	1995	22	\$135,297	\$3,964.56
Currie Field Press Box	2004	13	\$81,669	\$2,604.29
Currie Field Washroom Trailer	1995	22	\$213,857	\$2,237.55
Canada Games Timekeepers/Storage Building	1988	29	\$284,084	\$1,765.46
Kinsmen Park South Washroom Building	1960	57	\$109,339	\$1,589.82
Kiwanis Waterfall Park Washroom Building	1968	49	\$187,416	\$1,420.73
Grassick Park Washroom Building	1968	49	\$124,350	\$994.73
Regina Senior Citizens Centre Storage	1999	18	\$88,679	\$183.71
Douglas Park Storage Building (Bunker)	1974	43	\$1,653,243	\$120.00
Leslie Lawn Bowling Park Maintenance Building	1992	25	\$31,581	\$7,956.96
Douglas Park Support Facility	2015	2	\$2,500,000	\$78,822.72
Average	1984	33	\$500,246	\$12,293.40
Total	—	—	\$9,004,433	\$221,281.13

Support Spaces (Continued)



Sports Fields

There are 60¹ sports fields in Regina's inventory categorized by four field classes. It is important to note that there are also passive park spaces (~49) throughout the City that are booked to field use groups for certain types of activities. The City also offers one artificial turf field which is not included in the table presented. In addition to the sports fields, 163 bookable ball diamonds are available for structured use.

Field Class	Number of Fields	Replacement Value	Annual Expenses
1	3	\$1,220,000	\$38,200
2A	16	\$3,360,000	\$151,700
2B	25	\$4,625,000	\$168,300
3	30	\$1,014,000	\$61,300
Total	59	\$10,219,000	\$419,500

Classes

Class 1

Fields that serve the entire city by supporting high level play, at provincial or national levels, of highest development quality and maintenance requirements, fine or artificial turf, with controlled access and a full range of support facilities and services.

Class 2a

Supporting moderate to high level of play within the city, good development quality, with selected support facilities or services, located adjacent to other city or public facilities.

Class 2b

Supporting moderate to high level of play within the city, good development quality, few support services, typically located in a park or shared open space.

Class 3

Supporting locally based play, moderate to basic development quality, usually some turf, with limited support facilities.

Class 4

Supporting neighbourhood or other local play, with basic development, grass or granular surfacing, and no support facilities. Passive park spaces that have been used for field activities.

¹ Numbers do not include Mosaic Stadium, which the community also has access to.

Tennis Courts

There are 55 tennis courts in Regina's inventory. Fourteen (14) of which are made of a synthetic surface and 41 have an asphalt surface.

- Twenty-three (23) sites with 55 courts.
- Of the 23 sites, four have synthetic surface courts.
- In 2015 operating costs were \$23,000 and in 2016 costs were \$32,670.
- Replacement costs are \$110,000 for a double asphalt court site and \$200,000 for a double synthetic court site.

Court Type	Number of Courts	Replacement Value	Annual Expenses
Synthetic Surface	14	\$1,400,000	\$8,300
Asphalt Surface	41	\$2,365,000	\$24,350
Total	55	\$3,765,000	\$32,650





SECTION 6

Facility Utilization

SECTION 6

Facility Utilization

KEY FINDINGS FROM THIS SECTION

- From 2011 to 2015, monthly/yearly leisure pass purchases have dropped by 18%, this trend is especially seen from young adults.
- Prime Ice utilization at City-operated facilities is approximately 60% which suggests that these ice arenas are underutilized.
- The number of total indoor swims has remained relatively stable over the past five years with an average of 572,885 swims from 2011 to 2015.
- There were over 90,000 visits (total) to the City's five outdoor pools in 2017, 32,000 of which were free drop-in visits.
- Excess demand exists for swim lessons (wait lists).

Utilization data was gathered from a variety of recreation facilities and is presented herein. Data is recorded differently for each facility and limitations exist for some spaces, specifically spontaneous spaces that do not require bookings or user fees. Understanding existing utilization levels is important to contemplating sustaining existing service levels and also identify areas where excess demand might exist.

Leisure Passes

The Leisure Pass is a monthly pass that grants access to three of the City's major facilities, North West Leisure Centre, Sandra Schmirler Leisure Centre, and the Sportplex, as well as outdoor pools and skating rinks.

Major Facility Leisure Pass Purchases: 2013 to 2017

The number of bulk admission purchases (10 and 20 packs) has remained stable over the past five years while monthly and yearly pass sales have declined each year. From 2013 to 2017, monthly/yearly pass purchases have dropped by 21%.

Pass Type	2013	2014	2015	2016	2017
Bulk Admission Purchases	5,421	5,618	5,806	5,647	5,183
Monthly/Year Passes	10,778	10,058	9,949	9,502	8,516

Proportion of Bulk Admission Purchases by Age: 2013 to 2017

From 2013 to 2017 bulk admission purchases have remained consistent. In 2017, 59% of bulk admission purchases were made by adults and 28% percent by seniors. Over the past couple of years, the proportion of adult bulk admissions is decreasing while the percentage of senior's is increasing.

Age Category	2013	2014	2015	2016	2017
Adult	66%	67%	65%	63%	59%
Senior	20%	20%	21%	24%	28%
Young Adult	5%	4%	3%	3%	3%
Youth	3%	3%	2%	2%	2%
Child	5%	4%	5%	3%	5%
Family	2%	3%	3%	3%	3%

Proportion of Monthly/Year Pass Purchases by Age: 2013 to 2017

As noted previously, the overall sales of monthly/year passes has been declining over the past five years. Although the number of purchases in most age categories has declined, the most significant decline has been with young adults. The proportion of young adult monthly/year passes was 16% in 2011 before dropping to 11% in 2015, and then down to 7% in 2017. The number of young adult passes sold in 2011 was 1,974 compared to 1,133 sold in 2015. The proportion of passes purchased by seniors has increased, but the actual number of passes purchased has remained stable (1,646 in 2011; 1,692 in 2015).

Age Category	2013	2014	2015	2016	2017
Adult	54%	56%	57%	57%	57%
Senior	16%	17%	17%	19%	22%
Young Adult	15%	13%	11%	9%	7%
Youth	5%	4%	4%	4%	3%
Child	1%	1%	1%	2%	1%
Family	10%	9%	10%	10%	10%

Note: Bulk admissions refers to a pass for a specific number of admissions while the monthly and yearly passes do not reference number of admissions but rather a time period over which admissions are covered. For example a bulk admission may be for 10 or 20 admissions. These admissions could be consumed with a month or over several months.

Ice Arenas

Definition of Prime Ice

The City of Regina defines Prime Ice as 4:00 p.m. to 11:30 p.m. on weekdays and 7:00 a.m. to 11:30 p.m. on weekends.

Day	Definition
Monday – Friday	4:00 p.m. to 11:30 p.m.
Saturday – Sunday	7:00 a.m. to 11:30 p.m.

Prime Ice Utilization: 2016 – 2017 Ice Season

During the 2016-2017 ice season, 67% of available Prime Ice was booked at City operated ice arenas. Al Ritchie received the highest utilization rate (77%) while the Optimist experienced the lowest (52%).

Ice Arena	Prime Hours Booked	Prime Hours Available	Utilization Percentage
Al Ritchie	926	1,206	77%
Clarence Mahon	875	1,206	73%
Doug Wickenheiser	890	1,206	74%
Jack Hamilton	796	1,206	66%
Jack Staples	797	1,206	66%
Murray Balfour	829	1,206	69%
Optimist	632	1,206	52%
Wheat City Kinsmen	691	1,206	57%
Total	6,436	9,648	67%

Prime Ice Utilization: Annual Comparison

Utilization of Prime Ice has averaged 71% at City-operated arenas over the past six seasons.

Ice Season	Utilization Percentage
2016 – 2017	67%
2015 – 2016	71%
2014 – 2015	69%
2013 – 2014	70%
2012 – 2013	76%
2011 – 2012	75%

Utilization Breakdown: 2017 Dry-Pad Season

Lacrosse is the primary user type during the non-ice season as Queen City Minor Box Lacrosse used 307 dry-pad hours during 2017.

User Group/Type	Hours Booked
Queen City Minor Box Lacrosse	307
Sask Caribbean Canadian Association	90
FHQTC First Nations Summer Games 2017	55
Al Ritchie Community Association	8
Sask Lacrosse Association	3

Aquatics

Aquatics Utilization: 2017 Visitation

In 2017 there were 579,911 total swims in the City's pools. Sandra Schmirler Leisure Centre experienced the most visits and the month of February was the busiest on average for the aquatic centres.

Facility	North West Leisure Centre	Sandra Schmirler Leisure Centre	Lawson Aquatic Centre	Total
January	15,588	21,464	21,091	59,794
February	17,779	21,673	25,321	57,405
March	13,512	22,370	22,053	67,632
April	13,512	18,376	21,657	55,455
May	13,749	19,937	22,567	51,051
June	4,605	19,198	18,386	42,798
July	3,423	14,043	15,593	38,940
August	11,488	16,008	2,664	31,888
September	12,526	18,131	3,661	42,831
October	15,687	19,739	19,676	52,049
November	12,477	18,244	21,018	52,683
December	10,326	15,114	17,255	42,618
Total	144,672	224,297	210,942	595,144

Aquatics Utilization: Annual Visitation Comparison

Over the past seven years the average amount of total swims was 577,333. The Sandra Schmirler Leisure Centre now experiences more swims as compared to the Lawson Aquatic Centre; this was not the case in 2011 or 2012.

Facility	2011	2012	2013	2014	2015	2016	2017
North West Leisure Centre	141,767	157,643	128,109	157,152	155,678	150,462	147,011
Sandra Schmirler Leisure Centre	215,941	218,725	232,821	230,328	242,108	233,549	224,297
Lawson Aquatic Centre	219,852	220,751	187,957	158,233*	197,358	210,649	210,942
Total	577,560	597,119	548,887	545,713	595,144	594,660	582,250

* Pool closures due to air quality issues.

Lawson Aquatic Centre

In 2016, the Lawson Aquatic Centre was rented for 7,891 hours was the most in the previous seven years. The pool was also used for City programming, both for registered and drop-in programs, for over 4,000 hours in 2015 and 2016. Rentals include pools and other bookable spaces in the facility.

Rental Activity	2011	2012	2013	2014	2015	2016	2017
City of Regina Registered Program Use	3,828	3,950	3,615	3,519	3,992	4,166	3,560
City of Regina Drop-in Fitness	27	36	125	483	269	88	83
Rentals	5,724	5,659	4,984	5,484	6,934	7,891	6,681

North West Leisure Centre

The number of hours for City of Regina Registered Program Use has remained fairly consistent from 2011 to 2017. The rental hours include pool, gymnasium, and meeting room rentals.

Rental Activity	2011	2012	2013	2014	2015	2016	2017
City of Regina Registered Program Use	4,392	4,521	4,640	4,757	4,438	4,300	4,320
Rentals	3,138	3,492	3,156	3,503	3,613	3,616	3,635

Sandra Schmirler Leisure Centre

Compared to the Lawson Aquatic Centre, the Sandra Schmirler Leisure Centre is booked less for rentals and more for registered program use. Rentals hours include pool and multipurpose room rentals. City program use has increase every year since 2011.

Rental Activity	2011	2012	2013	2014	2015	2016	2017
City of Regina Registered Program Use	6,439	6,722	6,992	7,123	7,356	8,963	9,225
Rentals	1,326	986	738	634	1,040	1,272	1,173

Sportplex Fieldhouse

Number of Hours Booked: Annual Comparison

The numbers in the accompanying chart identify booked hours for the Fieldhouse including the walking track, five badminton courts, and four tennis courts. Overall, the number of booked hours gradually increased from 2011 to 2016. In 2017, the Fieldhouse was booked for 10,098 rental hours.

Rental Activity	2011	2012	2013	2014	2015	2016	2017
City of Regina Drop-In Fitness	3,783	3,558	3,815	4,144	5,316	2,852	2,881
City of Regina Registered Program Use	1,864	1,482	1,893	2,003	2,210	2,993	2,712
Court Reservations (Badminton & Tennis)	9,986	10,369	11,813	11,652	11,712	12,021	10,422
Rentals	5,100	5,171	5,135	5,170	4,727	9,630	10,098
Total	20,733	20,579	22,656	22,969	23,965	27,496	26,112

Head Counts: Annual Comparison

Usage of the Fieldhouse is recorded via head counts. The number of head counts recorded has declined each year from 2013 to 2017. On average, January through March receive the most usage while June through August experience the least.

Month	2013	2014	2015	2016	2017	Average
January	28,288	27,576	26,179	26,986	23,489	26,504
February	23,568	26,120	24,475	24,368	21,431	23,992
March	25,870	29,449	31,007	24,890	25,954	27,434
April	26,997	21,371	19,054	18,051	16,499	20,394
May	17,336	14,912	13,952	13,893	13,481	14,715
June	8,411	8,719	9,024	8,242	7,644	8,408
July	7,323	9,497	8,064	6,927	7,313	7,825
August	9,112	8,753	9,990	9,548	8,934	9,267
September	11,568	11,431	11,473	10,998	10,268	11,148
October	16,975	16,413	15,592	16,626	14,142	15,950
November	22,046	22,308	20,993	19,902	19,026	20,855
December	20,855	20,797	18,615	17,789	16,437	18,899
Total	218,349	217,346	208,418	198,220	184,618	219,351

Utilization Breakdown: 2017 Fieldhouse Hours Booked

Excel Athletika was the group that booked the Fieldhouse the most in 2017 with 1,594 hours followed by Tennis Saskatchewan (1,041) Saskatchewan Team Handball (1,034). Organizations with over 25 hours of Fieldhouse bookings are displayed in the adjacent chart.

User Group	Hours Booked
Excel Athletika	1,594
Tennis Saskatchewan	1,041
Sask Team Handball	1,034
Saskatchewan Triathlon Assoc Corp	201
Mosaic Potash Belle Plaine	172
Regina Y Judo Club	151
Saskatchewan Powerlifting Association	137
Sundown Optimist Tennis Club	112
UofR Track and Field Club	94
Independent Soccer Club Incorp.	91
Jaleta Pacers Running Club	84
Wascana Racing Canoe Club	77
Wascana Rhythmic Gymnastics Club	75
Pile of Bones Tennis	72
Special Olympics Regina	61
Regina Thunder Football Club	60
Sask Fencing Assoc	58
Canada West Track & Field Championships	34
Sask Taekwon-Do Federation	33
Sask Brazilian Jiu Jitsu Fed.	32
Church of Jesus Christ Latter Day Saints	30
Best of the West Cheerleading	29
Synchro Saskatchewan	26

Neighbourhood Centres

Neighbourhood Centre Utilization: 2017 Booked Hours

The Mâdawêyatitân Centre was booked for 17,374 hours and the Albert Scott Community Centre was rented for 9,527 hours.

Facility	Hours Booked
Albert Scott Community Centre	9,527
Cathedral Neighbourhood Centre	6,348
Core Ritchie Neighbourhood Centre	9,299
Glencarin Recreation Centre	6,282
mâdawêyatitân centre	17,374
South Leisure Centre	6,773
Total	55,603

Arts Centres

Arts Centre Utilization: 2017 Booked Hours

The City conducted 3,396 hours of programming at the Neil Balkwill Civic Arts Centre in 2017.

Facility	City of Regina Program Hours
Neil Balkwill Civic Arts Centre	3,396

Sports Fields

User Groups Averaging Over 1,000 Booked Hours Annually

The Regina Soccer Association, Regina Minor Football, Saskatchewan Cricket Association, and the Regina Rec League are the largest sport field user groups. Regina Minor Football has averaged over 8,000 hours over the past five years including 12,744 booked hours in 2017.

User Group	2013	2014	2015	2016	2017	Average
Regina Minor Football	7,059	7,886	6,801	7,046	12,744	8,307
Regina Cricket Association	1,840	1,648	3,014	2,884	4,536	2,784
Regina Soccer Association	2,701	2,734	2,733	2,538	2,288	2,599
Regina Rec League	1,896	1,798	1,284	1,686	1,159	1,565

Hours Booked by Field Classification in 2017

Forty-two percent (42%) of the fields are Class 1, 2A, and 2B fields; these fields accommodated 15% of booked hours in 2017. As shown in the chart, 50% of booked hours were scheduled at Class 3 fields in 2017.

Field Class	Number of Fields	Percentage of Fields	Booked Hours in 2017	Percentage of Booked Hours
1	5	4%	1,763	4%
2A	16	14%	2,649	6%
2B	26	23%	2,367	5%
3	30	27%	22,626	50%
4	35	31%	16,282	36%
Total	112	100%	45,687	100%

Note: Typically, facilities such as ball diamonds and sport fields are booked by sport user groups for an entire season. This is the reason for the high number of hours reported in the tables above. While there may be unused times at these types of facilities, due to the nature of these season long bookings, we do not know for certain the amount of unused time available at these facilities. However, through the consultation process these organizations have shared information on current usage and participation trends related to their sports, which has been used to inform the recommendations in the Recreation Master Plan.

Total Hours Booked: Annual Comparison 2013 – 2017

On average from 2013 to 2017, the sports fields were booked for 26,192 hours.

Field	2013	2014	2015	2016	2017	Average
All Sports Fields	22,861	22,030	24,243	27,402	34,423	26,192

Ball Diamonds

User Groups Averaging Over 1,000 Booked Hours Annually

Twelve user groups have averaged over 1,000 hours of ball diamond bookings over the past five years. Baseball Regina has averaged 16,613 booked hours, followed by Regina Rec League (9,471), Regina Minor Softball (7,715), and North Regina Little League (6,072).

User Group	2013	2014	2015	2016	2017	Average
Baseball Regina	15,407	15,619	17,931	17,755	16,351	16,613
Regina Rec League	8,664	9,505	9,917	9,539	9,732	9,471
Regina Minor Softball	4,099	9,324	9,607	6,468	9,079	7,715
North Regina Little League	6,003	6,639	4,899	6,399	6,421	6,072
Regina Ladies Softball	3,202	3,340	5,752	5,592	5,560	4,689
Kiwanis National Little League	2,685	3,426	3,402	3,855	3,792	3,432
Great Western Rambler Park Slow-Pitch	2,924	2,535	2,149	2,157	2,228	2,399
Regina Optimist Baseball Association	1,265	1,761	2,966	2,228	2,209	2,086
Charity Mixed Modified Softball League	1,581	1,421	1,675	1,209	1,515	1,480
Central Fun Ball League	1,130	1,305	1,714	1,441	1,732	1,464
South Zone Recreation Board	1,538	1,334	1,473	1,504	1,398	1,449
North West Sports Association	919	971	1,220	1,079	1,095	1,057

Note: Typically, facilities such as ball diamonds and sport fields are booked by sport user groups for an entire season. This is the reason for the high number of hours reported in the tables above. While there may be unused times at these types of facilities, due to the nature of these season long bookings, we do not know for certain the amount of unused time available at these facilities. However, through the consultation process these organizations have shared information on current usage and participation trends related to their sports, which has been used to inform the recommendations in the Recreation Master Plan.

Total Hours Booked: Annual Comparison 2013 – 2017

On average from 2013 to 2017, the ball diamonds were booked for 66,872 hours. Booked hours have increased by 25% over these five years.

Diamond	2013	2014	2015	2016	2017	Average
All Diamonds	56,968	67,322	70,493	68,576	71,000	66,872

Outdoor Rinks, Outdoor Pools, Tennis Courts, and Picnic Sites

Outdoor Rinks: 2017/2018 Bookings

Over the past three years, the number of booked hours and outdoor ice rinks have increased.

Year	Booked Hours
2015	3,892
2016	5,147
2017	5,482

Twenty outdoor rinks were booked at least once during the 2015/2016 season. Fairchild Park was booked the most (1,141 hours) followed by McMurchy Park with 501 booked hours. The majority of usage at outdoor rinks is unscheduled, therefore bookings does not reflect overall usage.

Location	Number of Bookings	Number of Hours Booked
Fairchild Park	99	1,141
McMurchy Park	119	501
Lakeview Park	119	389
Dr. AE Perry School	120	382
Marion McVeety School	110	330
University Park	110	330
WF Ready School	110	330
Wilfrid Walker School	110	330
WH Ford School	55	165
Gocki Park	25	68
Rosemont School	11	36
Leslie Park	13	34
Imperial School	11	33
Grassik Park Playground	10	29
Eastview Park	9	23
Glen Elm School	9	23
Stan Oxelgren Park	10	10
Ruth M Buck School	1	5
McNab Park	1	4
Mike Badham Park	3	3

Outdoor Pools

The City operates five outdoor pools. The following table explains utilization at these pools in 2017. Nearly 40,000 single admissions occurred in 2017 in addition to the 33,179 free visits.

Usage Type	Dewdney	Maple Leaf	Massey	Regent	Wascana	Total
Single Admission	0	0	17,313	11,468	10,378	39,159
Members	0	0	3,477	1,287	7,390	12,154
Free Usage	9,168	10,317	6,648	3,786	3,260	33,179
Swim and Aquacise Classes	0	0	2,393	88	0	2,481
User Group Rentals	300	0	2,980	2,432	2,983	8,695
Total	9,468	10,317	32,811	19,061	24,011	95,668

Tennis Courts: 2017 Bookings

The two courts at Lakeview Park combined for 750 booked hours in 2017. The five courts at Douglas Park totaled 475 hours. Lakeview Par 3 was renewed and pickleball lines were added.

Location	Number of Bookings	Number of Hours Booked
Lakeview Tennis Courts (2 Courts)	250	750
Douglas Park (5 Courts)	328	475
AE Wilson Park (4 Courts)	286	357
Optimist Arena (2 Courts)	36	144
Lakewood Park (2 Courts)	10	16
Gocki Park (2 Courts)	5	5

Picnic Sites: 2017 Bookings

The picnic site at Kiwanis Park was booked on 42 occasions for 183 hours in 2017. Rick Hansen Park's picnic site was booked for 137 hours on 26 occasions.

Location	Number of Bookings	Number of Hours Booked
Kiwanis Park	42	183
Rick Hansen Optimist Playground	26	137
Kinsmen Park South	10	51

City Square Plaza/Victoria Park and FW Hill Mall

City Square Plaza and Victoria Park are well used outdoor spaces for programming and special events. The number of bookings and hours booked have varied over the past few years, but attendance has increased to over 550,000 during both 2015 and 2016.

Year	Number of Bookings	Number of Hours Booked	Attendance
2013	459	4,356	299,370
2014	436	2,271	323,780
2015	313	3,371	555,821
2016	299	3,211	553,752
2017	353	2,620	328,484

Regina Downtown Business Improvement District is the biggest user of the space in regard to hours booked.

User Group/Organization	Hours Booked (2015)	Hours Booked (2016)	Hours Booked (2017)
Regina Downtown Business Improvement District	1,279	1,133	834
Regina Farmer's Market	422	388	402
Regina Folk Festival	230	280	303
Sk Highland Gathering and Celtic Festival	115	106	-
Intercultural Dialogue Institute Regina	73	139	171
Street Culture Kids	-	-	325

Utilization Summary

The following statements summarize the findings of the utilization information presented.

Leisure Passes

- From 2013 to 2017, monthly/yearly pass purchases have dropped by 21%.
- Bulk admission sales have remained stable.
- Leisure pass purchases by young adults have been declining over the past five years.

Ice Arenas

- Prime Ice utilization at City-operated facilities is approximately 62% which suggests that these ice arenas are well-used but have capacity to increase usage.

Aquatics

- The number of total swims has remained relatively stable over the past seven years with an average of 577,333 swims from 2011 to 2017.
- The Lawson Aquatic Centre accommodates nearly 6.5 times more aquatic rental hours than the Sandra Schmirler Leisure Centre and double the amount at the North West Leisure Centre.

Sportplex Fieldhouse

- For the Fieldhouse, the number of booked hours has gradually increased over the past five years primarily due to more City of Regina drop in fitness program hours.
- The number of head counts recorded has declined each year from 2013 to 2017.
- Excel Athletika, Saskatchewan Team Handball, and Tennis Saskatchewan are the top three renters of the Fieldhouse.

Recreation Centres

- The māmawēyatitān centre, Albert Scott Community Centre, and Core Ritchie Neighbourhood Centre are rented the most by external groups.

Sports Fields

- The Douglas Park and Grassick Park cricket pitches were each booked more than any other sports fields in 2017.
- Class 1, 2A, and 2B fields account for 26% of the bookable sports field inventory and they accommodated 46% of all bookings in 2015.

Ball Diamonds

- Booked hours at ball diamonds has increased by 25% from 2013 to 2017.
- Baseball Regina, Regina Minor Softball, Regina Rec League, North Regina Little League, and Regina Ladies Softball are the top five user groups in terms of booked hours over the past five years; 12 different user groups have averaged over 1,000 booked diamond hours per year over the past five years.

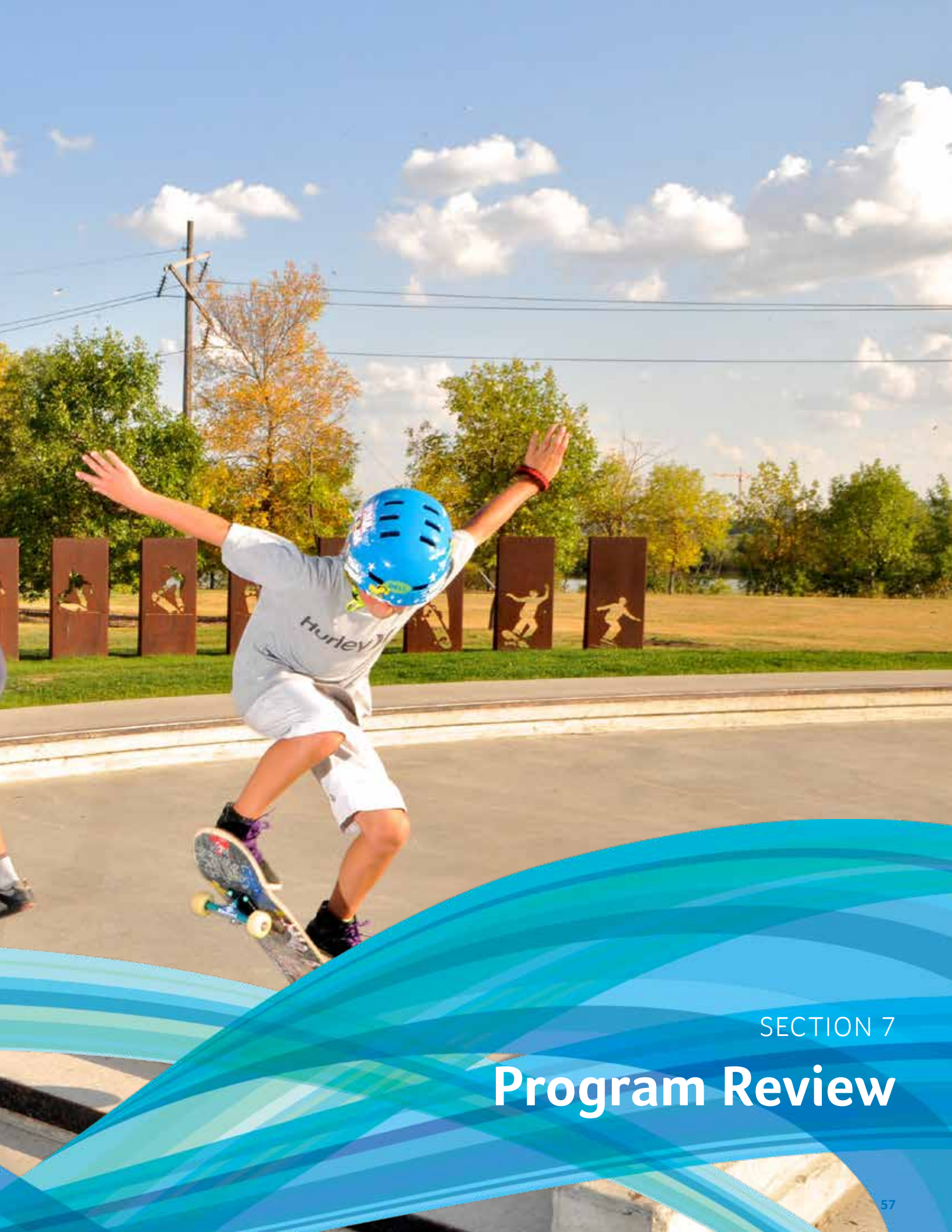
Outdoor Rinks, Outdoor Pools, Tennis Courts, and Picnic Sites

- Of the 60 outdoor rinks, only 9 were booked for over 100 hours of scheduled use in 2017/2018, meaning that outdoor rinks are primarily unscheduled for spontaneous use.
- There were over 95,000 visits (total) to the City's five outdoor pools in 2017, 33,179 of which were free drop-in visits.
- The tennis courts at Lakeview Park and A.E. Wilson Park were the most booked in 2017 with over 750 and 475 booked hours respectively.
- The picnic sites at Kiwanis Park and Rick Hansen Park were the only sites booked on over 10 occasions in 2017.

City Square Plaza/Victoria Park and FW Hill Mall

- Regina Downtown Business Improvement District is the biggest user of the space in regard to hours booked with 834 hours in 2017 and 1,133 hours 2016.
- An attendance of over 550,000 was achieved in 2015 and 2016.





SECTION 7

Program Review

SECTION 7

Program Review

KEY FINDINGS FROM THIS SECTION

- The City directly and indirectly delivers a variety of recreation programs. Unaffiliated recreation opportunities that are provided without any formal City support are also available to residents.
- Introductory and recreational sport, aquatic safety, and arts and culture programs are available for each age category via direct delivery.
- There are no directly delivered nature interpretation/outdoor education programs.

Many recreation opportunities are available to Regina residents, including but not limited to programs that are publicly supported by the City of Regina. Publicly supported opportunities include programs that are directly delivered by City staff and those that are indirectly delivered but entail some type of public support such as subsidized access to facilities and/or grants to agencies offering programs. Programs that are not affiliated with the City are recreation opportunities that are not subsidized by the City in any way. Examples include private fitness centres and organizations that program in their own facilities and spaces.

This section mostly focuses on programs that are directly delivered by the City whereas the subsequent section (Partnership Review) focuses on indirect delivery. However, it is important to note the ever-changing market in recreation program delivery and demand as it may not be necessary to duplicate programs with direct delivery if they are sufficiently provided indirectly or by an unaffiliated organization.

Direct	Indirect	Unaffiliated
<ul style="list-style-type: none"> • Delivered by City staff • Located at City facilities 	<ul style="list-style-type: none"> • Delivered by partner organization • Supported by the City (e.g. subsidized facility rental, grant support, etc.) 	<ul style="list-style-type: none"> • Not delivered by City or partner organization • Not located at City facility or publicly subsidized in any way

Direct Delivery: City of Regina

The City directly delivers a variety of registered and drop-in programs such as:

- Aquatics (e.g. lessons, water fitness, lane swim, leisure swim)
- Skating (e.g. public skate)
- Fitness & sports (e.g. personal/group training, floor hockey, stretching)
- Arts & culture (e.g. 3D printing and design, woodworking, cooking, graphic novels)

The following chart provides an overview of current program offerings by typology and age category using the most recent Leisure Guide published by the City (Summer 2017). As reflected in the chart, introductory and recreational sport, aquatic safety, and arts and culture programs are available for each age category. Aquatic fitness is only available for adults and seniors and more specialized sport training opportunities are only offered for children and youth via specific sport programs. Potential gaps in direct programming could include nature interpretation and outdoor education and physical literacy for youth. It is important to note that the identification of these gaps does not necessarily suggest that additional direct programming is required. Other factors to consider in this regard include the appropriateness of programming (e.g. does the age category warrant programming based on the Canadian Sport for Life framework), demand, facility availability, and duplication of indirect and unaffiliated programming.

Program Type	Preschool	Children	Youth	Adult/ Senior
Introductory Sport/ Recreational Sport	✓	✓	✓	✓
Sport Training		✓	✓	
Introductory Fitness/ Physical Literacy				✓
Fitness Training				✓
Aquatic Safety	✓	✓	✓	✓
Water Fitness				✓
Arts and Culture	✓	✓	✓	✓
Nature Interpretation/ Outdoor Education				

Indirect Delivery: Zone Boards and Community Associations

Programs and opportunities provided by Zone Boards and Community Associations are considered to be delivered indirectly. A number of these programs are promoted in the Leisure Guide; a few examples are as follows.

- Family and Community: community clean up, family nights, flea market, Tae Kwon Do, BBQ
- Preschool: movement program, art camp, healthy start, learn to skate
- Children: music, hockey, storytelling, learn to skate
- Adult: yoga, hula hoop, table tennis
- Older Adult: drop-in games, yoga 55+, pickleball

Affordable Fun Program

The Affordable Fun Program provides Regina residents with financial barriers the opportunity to access City of Regina recreation facilities as well as arts, culture, recreation and leisure programs at discounted rates. Leisure passes can be purchased for 50 per cent off the regular price and residents can participate in registered programs at 80 per cent off the regular price, to a maximum of \$160 discount per family member.



BERGEN'S 352-9500



SECTION 8

Partnership Review

SECTION 8

Partnership Review

KEY FINDINGS FROM THIS SECTION

- The City relies on partnerships to deliver recreation opportunities to residents.
- Partnership agreements in place include, but are not limited to, facility lease agreements, operating agreements, and joint-use agreements.
- Some facilities are accessible through operating authority (e.g. RSA controls access to Credit Union EventPlex turf).
- Limited formal process/policy in place to guide the selection and development of partnerships
- Key partners include, but are not limited to: Community Associations, Regina Exhibition Association, Provincial Capital Commission, school boards, community groups, sport organizations, Government of Saskatchewan, SPRA.
- Some groups (e.g. YMCA, curling clubs, skateboard association) have expressed an interest in partnering with the City.

It would not be feasible for the City to directly deliver the same quantity and quality of opportunities and programs that are currently offered via its various partners. The City relies on partnerships to deliver a full spectrum of recreation opportunities to residents.

A primary method in which the City partners with community organizations is via the operation of facilities. Many organizations rely on City facilities to run programs and often the rental fees are not at full cost recovery, meaning that these organizations' access to facilities is often publicly subsidized. Other methods include the sharing of spaces and financial support (e.g. operating grants, core funding, capital contributions).

Some of the City's key partners include Community Associations, Regina Exhibition Association, Provincial Capital Commission, school boards, community groups, and sport organizations. During the consultation portion of the Recreation Master Plan process, it was identified that some groups (e.g. YMCA, curling clubs, skateboard association) have expressed an interest in partnering with the City to expand programming and facility possibilities.

A variety of partnerships agreements are in place. These include, but are not limited to, facility lease agreements, operating agreements, and joint-use agreements. Some facilities are accessible through an operating authority, such as the Credit Union EventPlex artificial turf. Although there are partnership agreements in place, there is limited to no formal process/policy in place to guide the selection and development of partnerships.

To maximize its investment in recreation, the City partners with organizations such as:

- Community Associations: to provide neighbourhood level programming and low cost opportunities
- Schools: to provide community use of gymnasium and outdoor playing surfaces (e.g. ball diamonds)
- Community Groups: to provide more variety and increased quality of programming (especially at City facilities)
- Facility Operators: to provide affordable rental rates to community groups
- Developers: To develop parks and open spaces in new neighbourhoods through servicing agreements

Delivering Recreation Infrastructure and Amenities

Similar to providing programs, there can be different levels of municipal involvement in delivering recreation infrastructure. Some recreation facilities and amenities are owned and operated by the City of Regina, some are supported by the City but partner operated, and some are not supported by the City at all. Determining the City's role for each facility type is not always a clear and easy decision.

Direct	Indirect	Unaffiliated
<ul style="list-style-type: none"> City owned and operated (e.g. Sportplex, Sandra Schmirler Leisure Centre, stand alone arenas, outdoor pools) 	<ul style="list-style-type: none"> City supported/ partner operated (e.g. the Co-operators Centre, Credit Union EventPlex, Arcola East Community Centre, ball parks) 	<ul style="list-style-type: none"> Not supported by the City (e.g. Tartan and Highland Curling Clubs, YMCA facilities, private fitness centres)





SECTION 9

Trends

SECTION 9

Trends

KEY FINDINGS FROM THIS SECTION

- Unstructured/spontaneous recreation activities are among the most popular activities (e.g. walking, bicycling, drop-in sports).
- Recreation is important to residents of Saskatchewan.
- ParticipACTION assigned a D-rating for “overall physical activity” of youth and children in Canada.
- Aging infrastructure is a concern Canada-wide. Compared to other municipal infrastructure types, sport and recreation facilities are in the worst state.
- Partnerships with non-profit, private and public sector organizations are key to providing publicly accessible recreation opportunities.
- Volunteers are vital components of the recreation delivery system and volunteerism is changing.

A review of trends can help identify leading practices in the delivery of recreation services as well as emerging or evolving interests that may be important to consider when planning. Summarized in the following section are selected trends related to participation, the provision of recreation opportunities (service delivery), volunteerism, and infrastructure.

Participation

Physical Activity and Wellness Levels

The **Canadian Health Measures Survey** (Statistics Canada) concludes that the fitness levels of Canadian children and youth, as well as adults, have declined significantly between 1981 and 2009. Among youth aged 15 to 19, the percentage who were at an increased or high risk of health problems more than tripled; for adults aged 20 to 39 this percentage quadrupled.

ParticipACTION is a national non-profit organization that strives to help Canadians sit less and move more. The Report Card on Physical Activity for Children and Youth is a comprehensive assessment of child and youth physical activity, taking data from multiple sources, including the best available peer-reviewed research, to assign grades for indicators such as overall physical activity, active play, sleep, and others. The most recent report card (2016) is a “wake-up call” for children and youth activity levels.

- Only 9% of Canadian kids aged 5 to 17 get the 60 minutes of heart-pumping activity they need each day.
- Only 24% of 5- to 17-year-olds meet the Canadian Sedentary Behaviour Guidelines recommendation of no more than 2 hours of recreational screen time per day.
- In recent decades, children’s nightly sleep duration has decreased by about 30 to 60 minutes.
- Every hour kids spend in sedentary activities delays their bedtime by 3 minutes. And the average 5- to 17-year-old Canadian spends 8.5 hours being sedentary each day.



Overall Physical Activity

70% of children aged 3 to 4 meet the recommendation of 180 minutes of daily activity at any intensity. However, as the guidelines change to 60 minutes of moderate- to vigorous-intensity physical activity per day for those aged **5 to 17, only 9%** are meeting the guidelines.^{2012-13 CHMS}

- Thirty-three percent (33%) of Canadian children aged 5 to 13, and 45% of youth aged 14 to 17, have trouble falling asleep or staying asleep at least some of the time.
- Approximately one-third (36%) of 14- to 17-year-olds find it difficult to stay awake during the day.
- Thirty-one percent (31%) of school-aged kids and 26% of adolescents in Canada are sleep-deprived.

Recreation and Quality of Life

The Saskatchewan Parks and Recreation Association conducted a Recreation and Quality of Life Survey in 2016. Below are key findings from the survey.

- Approximately half (52.2%) of respondents believe that leisure has become more important to their overall quality of life in the last 2-3 years, as compared to work.
- Over three-quarters (79.7%) of respondents agree that green spaces make a large contribution to communities.
- The use of outdoor recreation environments rises with income.
- Approximately three-quarters (72.8%) of the indoor recreation facilities used most often are publicly operated.
- Approximately two-thirds (64.2%) agree or strongly agree that they can afford to participate in most of the recreational activities they want to be part of.

Physical Activity Preferences

The **2013 Canadian Community Health Survey** reveals data that provides some insight into the recreation and leisure preferences of Canadians. The top 5 most popular adult activities identified were walking, gardening, home exercise, swimming and bicycling. The top 5 most popular youth activities were walking, bicycling, swimming, running/jogging and basketball.¹

Participation levels and preferences for sporting activities continue to garner much attention given the impact on infrastructure development and overall service delivery in most municipalities. The **Canadian Fitness & Lifestyle Research Institutes 2011 – 2012 Sport Monitor Report** identified a number of updated statistics and trends pertaining to sport participation in Canada.²

- The highest proportion of Canadians prefers non-competitive sports or activities. Nearly half (44%) of Canadians preferred non-competitive sports while 40% like both non-competitive and competitive sports. Only 8% of Canadians prefer competitive sports or activities and 8% prefer neither competitive nor non-competitive sports.
- Sport participation is directly related to age. Nearly three-quarters (70%) of Canadians aged 15 – 17 participate in sports, with participation rates decreasing in each subsequent age group. The largest fall-off in sport participation occurs between the age categories of 15 – 17 and 18 – 24 (~20%).

Benefits to the Community

When asked to rate the benefits that Recreation Programs, Outdoor Environments and Indoor Facilities have on their communities, over half of our survey respondents rated the following benefits as important or very important:



¹ Statistics Canada: <http://www.statcan.gc.ca/daily-quotidien/140612/dq140612b-eng.htm>

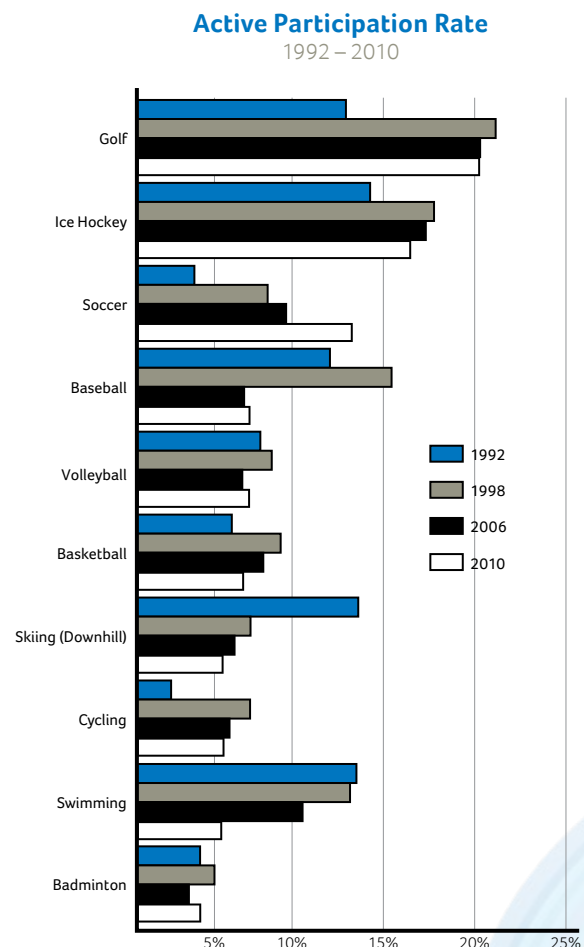
² Canadian Fitness & Lifestyle Research Institutes 2011 – 2012 Sport Monitor: <http://www.cflri.ca/node/78>

- In contrast to children and youth populations (in which gender participation rates are relatively equal), substantially more adult men (45%) than adult women (24%) participate in organized sport.
- Participation in sport is directly related to household income levels. Households with an annual income of greater than \$100,000 have the highest participation levels, nearly twice as high as households earning between \$20,000 and \$39,999 annually and over three times as high as households earning less than \$20,000 annually.
- The highest proportion of sport participants play in “structured environments.” Just under half (48%) of sport participants indicated that their participation occurs primarily in organized environments, while 20% participate in unstructured or casual environments; 32% do so in both structured and unstructured environments.
- Community sport programs and venues remain important. The vast majority (82%) of Canadians that participate in sport do so within the community. Approximately one-fifth (21%) participate at school while 17% participate in sports at work. A significant proportion (43%) also indicated that they participate in sporting activities at home.

A research paper entitled “**Sport Participation 2010**” published by Canadian Heritage also identified a number of trends pertaining to participation in specific sports. The following graph illustrates national trends in active sport participation from 1992 – 2010. As reflected in the adjacent graph, swimming (as a sport) has experienced the most significant decrease while soccer has had the highest rate of growth while golf and hockey remain the two most played sports in Canada. **Note: Data includes both youth, amateur, and adult sport participants.**³

The Paper further identifies a number of broad participation trends related specifically to sport focused participation utilizing Statistics Canada data from the 2010 Federal Census and the General Social Survey. Broader trends effecting overall sport participation noted by the Paper include:

- National sport participation levels continue to decline. In 2010, 7.2 million or 26% of Canadians age 15 and older participated regularly in sport; this represents a 17% decline over the past 18 years.
- The gender gap in sport participation has increased.
- Sport participation decreases as Canadians age; the most significant drop off occurs after age 19.
- Education and income levels impacts impact sport participation. Canadians with a University education and those making more than \$80,000 annually have the highest rates of sport participation.



3 Government of Canada: http://publications.gc.ca/collections/collection_2013/pc-ch/CH24-1-2012-eng.pdf

- Established immigrants participate in sport less than recent immigrants and Canadian born.
- Students (15 years and older) participate in sport in greater numbers than any labour force group.
- Participation is highly concentrated in a few sports. Participants in golf, ice hockey, and soccer tend to prefer these three sports and have less diversity in their overall sporting pursuits than participants of other sports.
- Women are more likely than men to have a coach. Female sport participants tend to use the services of a coach more often than male sport participants and this difference appears to increase with age.
- The most important benefit of sport participation is relaxation and fun. Relaxation and fun were ranked as being important by 97% of sport participants.
- A lack of time and interest are the main reasons for not participating in sport.

Aboriginal Youth

Growth of the Aboriginal youth in urban Saskatchewan stresses the concern of a demographic with an unfortunately disproportionate level of illness. In a study conducted by Kerpan, S. (2015)⁴, the physical activity beliefs and behaviours of urban Aboriginal youth were investigated. Results revealed 4 themes:

- Group physical activity preference
- Focus on the family
- Traditional physical activity
- Location of residence as a barrier

These findings could be used to improve current programming or develop new programming that builds on the strengths that are present in the community. Offering group physical activity programs while incorporating traditional activities could be an excellent way to make participants feel more comfortable and increase their sense of identity. In addition, involving family promotes cultural values and gives youth more access to safe transportation to and from the program.

Programs of intergenerational and unstructured family based physical activity are a potential way to encourage all ages of Aboriginal peoples to become more active. Unstructured physical activity costs little, and it can often be done at home or close to home, and is a preference that is relevant to the non-Aboriginal Saskatchewan population.

Unstructured Recreation

There is an increasing demand for more flexibility in timing and activity of choice for recreational pursuits. People are seeking individualized informal pursuits that can be done alone or in small groups, at flexible times, often near or at home. This does not eliminate the need for structured activities, but instead suggests that planning for the general population is as important as planning for traditional structured use environments.

The Canadian Fitness and Lifestyle Research Institute conducts a Physical Activity Monitor (PAM) survey that tracks physical activity and sport participation among Canadians. Additionally, the telephone survey tracks changes in physical activity patterns over time, along with factors influencing participation. The 2014 – 15 PAM asked 18 and older Canadians about the type of physical activities they participated in 12 months prior to the survey. This is a breakdown of the 10 most common activities by gender.

Activity	Proportion Participating in the Previous 12 Months	
	Men	Women
Walking for exercise	80%	88%
Gardening or yard work	80%	69%
Bicycling	55%	43%
Social Dancing	33%	45%
Ice Skating	34%	24%
Exercise classes or aerobics	15%	39%
Yoga or tai chi	15%	39%
Golfing	33%	13%
Baseball or softball	23%	12%
Basketball	21%	11%
Ice hockey	21%	4%
Football	18%	4%

4 Kerpan, S., & Humbert, L. (2015). *Playing Together: The Physical Activity Beliefs and Behaviors of Urban Aboriginal Youth*. *Journal Of Physical Activity & Health*, 12(10), 1409-1413

Flexibility and Adaptability

Recreation and parks consumers have a greater choice of activity options than at any time in history. As a result, service providers are being required to ensure that their approach to delivery is fluid and is able to quickly adapt to meet community demand. Many municipalities have also had to make hard decisions on which activities they are able to directly offer or support, versus those which are more appropriate to leave to the private sector to provide.

Ensuring that programming staff and management are current on trends is important in the identification and planning of programming. Regular interaction and data collection (e.g. customer surveys) from members are other methods that service providers use to help identify programs that are popular and in demand. The development of multi-use spaces can also help ensure that municipalities have the flexibility to adapt to changing interests and activity preferences.

Barriers to Participation

Research and available data supports that many Canadians face barriers that impact their ability to reap the numerous physical, social, and mental benefits that are accrued from participation in recreation and leisure pursuits. Understanding these barriers can help service providers identify strategies to mitigate issues and encourage participation.

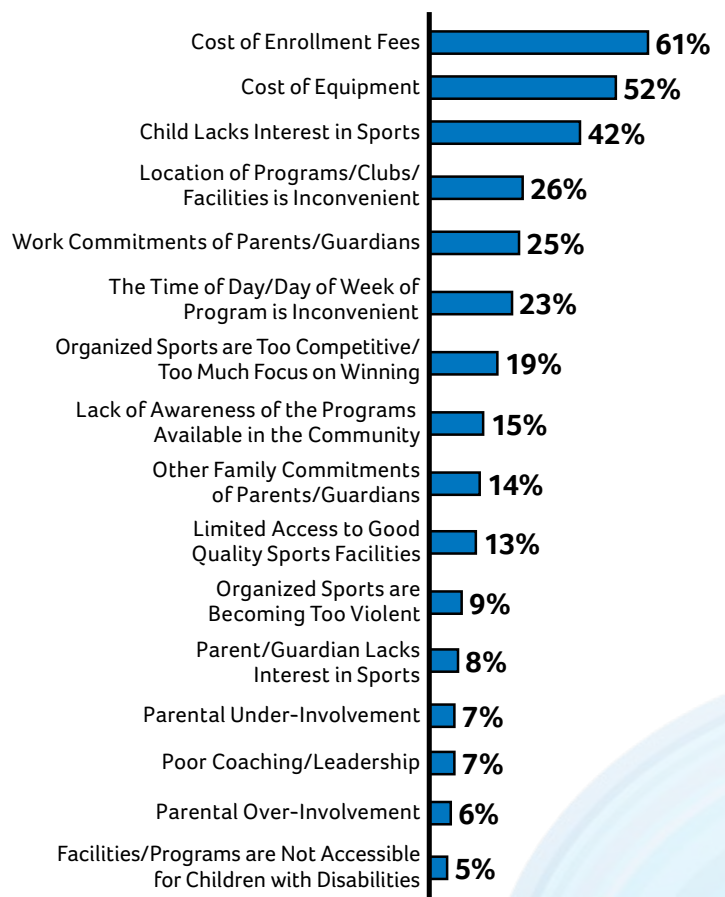
The adjacent graph (adapted from the 2014 CIBC – KidSport Report) reflects barriers to participation in sport for 3 to 17 year olds in Canada. The cost of enrollment, the cost of equipment, and a lack of interest were identified as the top 3 barriers.

Providing Recreation Opportunities

A number of organizations play a key role in providing recreation and parks opportunities for residents. In a typical community, the municipality, the school system, community organizations, and the private sector all play a vital role in providing opportunities. Identified as follows are a number of key considerations and factors that continue to influence the delivery of recreation and related services in many communities and regions.

Partnerships

Partnerships in the provision of recreation and parks opportunities are becoming more prevalent. These partnerships can take a number of forms, and include government, not-for-profit organizations, schools and the private sector. While the provision of recreation and parks services has historically relied on municipal levels



of the government, many municipalities are increasingly looking to form partnerships that can enhance service levels and more efficiently lever public funds.

Examples of partnerships include facility naming and sponsorship arrangements, lease/contract agreements, the contracted operation of spaces, entire facilities, or delivery of programs. According to one study⁵ over three-quarters (76%) of Canadian municipalities work with schools in their communities to encourage the participation of municipal residents in physical activities. Just under half of Canadian municipalities work with local non-profits (46%), health settings (40%), or workplaces (25%) to encourage participation in physical activities amongst their residents. Seventy-six percent (76%) of municipalities with a population of 1,000 to 9,999 to 80% of municipalities over 100,000 in population have formed agreements with school boards for shared use of facilities. In fact since 2000, the proportion of municipalities that have reported working with schools, health settings, and local non-profit organizations has increased by 10% to 20%.

Changing Demographics

The Saskatchewan Parks and Recreation Association partnered with McNair Business Development Inc. to conduct a study in 2014 about the demographic changes in Saskatchewan. The study used statistics from the 2011 Statistics Canada Census. Below are key findings of their report.

Saskatchewan has experienced a demographic shift in its population over the last 10 years and indications show that this trend will continue. Two major trends are:

- Continued growth of the First Nations and Metis youth demographic
- Increased immigration

Saskatchewan is home to 11% of the Aboriginal identity population in Canada. Aboriginal people make up 16% of the total population of Saskatchewan and 10% of the total population of Regina. Aboriginal people have a large youth demographic, as over half (54%) residing in Saskatchewan were under the age of 25; compared with 30% of the non-Aboriginal population. A high youth demographic of

Aboriginal people parallels a more alarming statistic; of all Saskatchewan children in foster care in 2011, 87% were Aboriginal children.

Immigration has been a main driver of the linear growth of the Saskatchewan population that began in the mid-2000s. An example from July 2012 to July 2013 shows the most significant contributors to population growth:

- +5,400 from natural growth
- +9,500 from international migration
- +1,800 from interprovincial migration

A large figure for natural growth can be attributed to second generation baby boomers. However, it is unlikely that the natural growth statistic will remain at that level for the next ten to twenty years. Taking this and immigration trends into consideration, the population is predicted to reach 1.2 million by 2020 and 1.3 million by 2025.

Social Inclusion

The concept of social inclusion is becoming an issue communities are addressing. While always an important issue, its significance has risen as communities have become more diversified through immigration.

Social inclusion is about making sure that all children and adults are able to participate as valued, respected, and contributing members of society. It involves the basic notions of belonging, acceptance, and recognition. For immigrants, social inclusion would be manifested in full and equal participation in all facets of a community including economic, social, cultural, and political realms. It goes beyond including “outsiders” or “newcomers.” In fact social inclusion is about the elimination of the boundaries or barriers between “us” and “them.”⁶ There is a recognition that diversity has worth unto itself and is not something that must be overcome.⁷

While issues of social inclusion are pertinent for all members of a community, they can be particularly relevant for adolescents of immigrant families. Immigrant youth can feel pulled in opposite directions between their own

6 Omidvar, Ratna, Ted Richmand (2003). *Immigrant Settlement and Social Inclusion in Canada*. The Laidlaw Foundation.

7 Harvey, Louise (2002). *Social Inclusion Research in Canada: Children and Youth*. The Canadian Council on Social Development’s “Progress of Canada’s Children”.

5 “Municipal Opportunities for Physical Activity” Bulletin 6: Strategic partnerships. 2010, Canadian Fitness & Lifestyle Research Institute.

cultural values and a desire to “fit in” to their new home. This tension can be exacerbated in those situations in which parents are experiencing stress due to settlement. Children living in families which are struggling are more likely to be excluded from some of the aspects of life essential to their healthy development. Children are less likely to have positive experiences at school, less likely to participate in recreation, and less likely to get along well with friends, if they live in families struggling with parental depression, family dysfunction, or violence.⁸

Financial barriers to participation in recreation, sport, and cultural activities continue to exist for many Saskatchewan residents. Understanding the potential benefits that can result from engaging citizens in a broad range of activities and programs, municipalities have undertaken a number of initiatives aimed at removing financial barriers. Current initiatives being led or supported by many municipalities include the Canadian Parks and Recreation Association’s ‘Everybody Gets to Play’ program, KidSport, and JumpStart.

Community Development

The combined factors of decreasing support from other levels of government, increasing demand for new and exciting recreation infrastructure and programs, and the changing nature of the volunteer has led many municipalities to adopt a community development focus in service delivery. This, in addition to the direct delivery of recreation facilities and programs, includes the facilitation of empowering local non-profit groups to operate facilities and/or offer programs to residents thereby leveraging public resources and providing more value for public investment.

Community development is the process of creating change through a model of greater public participation; the engagement of the entire community from the individual up. The concept of community development has a broader reach than just the delivery of recreation and parks programs and facilities; it is commonly understood to be the broader involvement of the general public in decision making and delivery. Community development in recreation delivery encompasses supporting and guiding volunteer groups to ultimately become self-sufficient while providing facilities and programs.

⁸ Harvey, Louise (2002). *Social Inclusion Research in Canada: Children and Youth. The Canadian Council on Social Development’s “Progress of Canada’s Children”*.

Sport Tourism

Sport Tourism is often a driver of partnerships and infrastructure development. Available 2014 Statistics Canada data indicates that the sports tourism industry in Canada is worth \$5.2 billion dollars. In contrast to other segments of the tourism industry, sport tourism in Canada continues to grow and is largely driven by the domestic, overnight market. **Note: The following chart has been adapted from the Canadian Sport Tourism Alliance.**

Sport Tourism	Volume: Person Visits		
	2011	2012	Change
Canada: Same-Day	9,235,000	8,598,000	-6.9%
Canada: Overnight	8,954,000	9,903,000	10.6%
Canada: Total	18,189,000	18,501,000	1.7%
U S A	499,500	501,800	0.5%
Overseas	366,300	371,800	1.5%
Total	19,054,800	19,374,600	1.7%

Many municipalities, including Regina, are reacting to the growth and opportunities associated with sport tourism by dedicating resources to the attraction and retention of events. The emergence of sport councils (or similar entities) is a trend that is continuing in many communities and regions. These organizations often receive public support and are tasked with building sport tourism capacity and working with community sport organizations and volunteers in the attraction and hosting of events. Some municipalities also dedicate internal staff resources to sport tourism through the creation of new positions or re-allocation of roles.

Sport tourism generates non-local spending in a community and region (economic impact), can offset operating costs of facilities (through rentals), and can enhance community profile at the provincial, national, and international level. Sport tourism can also generate opportunities for local athlete development and can lead to varying forms of community legacy such as infrastructure development and endowment funds.

While sport tourism can be highly beneficial to a community, it is important to consider a number of factors when allocating resources in order to ensure that investment provides positive and long-lasting impacts. This is especially

the case when considering the pursuit of larger scale events and competitions. Best practices that should be followed include:

- Infrastructure investment (enhancement or new development) needs to be sustainable and beneficial to a wide array of residents.
- Volunteer capacity needs to be accurately assessed and deemed appropriate.
- The pursuit of events needs to be strategically aligned with community values and goals.

Volunteerism

Volunteers continue to be vitally important to the planning and delivery of numerous events and programs. Identified as follows are a number of pertinent trends in volunteerism that may impact or have relevancy to the delivery of programming and facility operations. Findings are from the 2010 Canada Survey of Giving, Volunteering and Participating: Saskatchewan data tables.⁹

- Saskatchewan resident volunteer at a higher rate (58.2%) than the national average (47.0%).
- The highest volunteer rate in Saskatchewan is among adults aged 35 to 44 (67.0%) followed by ages 25 to 34 (62.0%) and ages 15 to 24 (58.0%).
- Although seniors (65 years and older) had the lowest volunteer rate (51.3%), they had the second highest median of annual volunteer hours (68 hours on average per year).

The following are nine current trends in volunteerism as identified by Volunteer Canada.¹⁰

- **Much comes from the few.** While 47% of Canadians volunteer, over one-third (34%) of all volunteer hours were contributed by 5% of total volunteers.
- **The new volunteer.** Young people volunteer to gain work related skills (Canadians aged 15 – 24 volunteer more than any other age group). New Canadians also volunteer to develop work experience and to practice language skills. Persons with disabilities may volunteer as a way to more fully participate in community life.
- **Volunteer job design.** Volunteer job design can be the best defense for changing demographics and fluctuations in funding.
- **Mandatory volunteering.** There are mandatory volunteer programs through Workfare, Community Service Order and school mandated community work.
- **Volunteering by contract.** The changing volunteer environment is redefining volunteer commitment as a negotiated and mutually beneficial arrangement rather than a one-way sacrifice of time by the volunteer.
- **Risk management.** Considered part of the process of job design for volunteers, risk management ensures the organization can place the right volunteer in the appropriate activity.
- **Borrowing best practices.** The voluntary sector has responded to the changing environment by adopting corporate and public sector management practices including standards, codes of conduct, accountability and transparency measures around program administration, demand for evaluation, and outcome measurement.
- **Professional volunteer management.** Managers of volunteer resources are working toward establishing an equal footing with other professionals in the voluntary sector.
- **Board governance.** Volunteer boards must respond to the challenge of acting as both supervisors and strategic planners.

9 Data compiled by Statistics Canada. <http://www.statcan.gc.ca/pub/89-649-x/2011001/tbl/tbl29-eng.htm>

10 Alberta Heritage Community Foundation. <http://www.abheritage.ca/volunteer/index.html>

Infrastructure

As discussed, places and spaces for recreation activity to occur are important in facilitating activity and achieving community benefit. Most often, municipalities are looked upon to provide publicly accessible recreation infrastructure for activities to occur at.

Aging Infrastructure

The recently released Canadian Infrastructure Report Card¹¹ included an assessment and analysis of the state of sport and recreation facilities in Canada. The report revealed a number of concerns and issues that will impact the delivery of sport and recreation infrastructure over the next number of years. Key findings from the report included the following.

- The Report Card demonstrates that Canada's infrastructure, including sport and recreation facilities, is at risk of rapid deterioration unless there is immediate investment.
- The average annual reinvestment rate in sport and recreation facilities is currently 1.3% (of capital value) while the recommended target rate of reinvestment is 1.7% – 2.5%.
- Almost 1 in 2 sport and recreation facilities are in 'very poor', 'poor' or 'fair' condition and need repair or replacement.
- In comparison to other municipal infrastructure assessed in the Report Card, sport and recreation facilities were in the worst state and require immediate attention.
- The Report Card indicated that the extrapolated replacement value of sport and recreation facilities in 'poor' or 'very poor' condition is \$9 billion while those in 'fair' condition require \$14 billion.

Multi-Use Spaces

Recreation and parks facilities are being designed to accommodate multiple activities and to encompass a variety of different components. The benefits of designing multi-use spaces include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue. Providing the opportunity for

all family members to take part in different opportunities simultaneously at the same location additionally increases convenience and satisfaction for residences.

Creating spaces within a facility that are easily adaptable and re-configurable is another growing trend observed in many newer and retrofitted facilities. Many performing arts venues are being designed in such a manner that staging, seating, and wall configurations can be easily changed as required. Similarly, visual arts spaces such as studios and galleries are being designed in a manner that allows them to be used for a multitude of different art creation and display purposes. Gymnasium spaces and field house facilities are being designed with adjustable barriers, walls, bleachers, and other amenities that can be easily set-up or removed depending on the type of activity or event.

Integrating Indoor and Outdoor Environments

A new concept in recreation infrastructure planning is to ensure that the indoor environment interacts seamlessly with the outdoor recreation environment. This can include such ideas as indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor aquatics facilities. Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation infrastructure. Integrating indoor and outdoor environments can be as "simple" as ensuring interiors have good opportunities to view the outdoors.

Ensuring Accessibility

Many current recreation and cultural facilities are putting a significant focus on ensuring that user experiences are comfortable including meeting accessibility requirements and incorporating designs that can accommodate various body types. Programming is made as accessible as possible via "layering" to provide the broadest appeal possible to intellectual preferences.

¹¹ http://www.canadainfrastructure.ca/downloads/Canadian_Infrastructure_Report_2016.pdf

Meeting the needs of various user groups is also an important aspect of accessibility. Incorporating mobile technologies, rest spaces, child-friendly spaces, crafts areas, and educational multi-purpose rooms for classes and performances is an emerging trend. Accessibility guidelines set by governments, as well as an increased understanding of the needs of different types of visitors is fueling this trend. Technology is also being embraced as a modern communication tool useful for effectively sharing messages with younger, more technologically savvy audiences.

Revenue Generating Spaces

Facility operators of community facilities are being required to find creative and innovative ways to generate the revenues needed to both sustain current operations and fund future expansion or renovation projects. By generating sustainable revenues outside of regular government contributions, many facilities are able to demonstrate increased financial sustainability and expand service levels.

Lease spaces provide one such opportunity. Many facilities are creating new spaces or redeveloping existing areas of their facility that can be leased to food and beverage providers and other retail businesses. Short term rental spaces are another major source of revenue for many facilities. Lobby areas, programs rooms, and event hosting spaces have the potential to be rented to the corporate sector for meetings, team building activities, holiday parties, and a host of other functions.

Social Amenities

The inclusion of social amenities provides the opportunity for multi-purpose community recreation facilities to maximize the overall experience for users as well as to potentially attract non-traditional patrons to the facility. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing areas, meeting facilities, and adjacent outdoor parks or green space. It is also becoming increasingly uncommon for new public facilities, especially in urban areas, to not be equipped with public wireless Internet.

Another significant benefit of equipping facilities with social amenities is the opportunity to increase usage and visitation to the facility during non-peak hours. Including spaces such as public cafeterias and open lobby spaces can result in

local residents visiting the facility during non-event or non-program hours to meet friends or is simply a part of their daily routine. Many municipalities and non-profit organizations have encouraged this non-peak hour use in order to ensure that the broader populace perceives that the facility is accessible and available to all members of the community.

Food Options in Recreational Facilities

In 2010, the Public Health Nutritionist Working Group of Saskatchewan developed a resource guide for creating food policies at worksites and recreation facilities. Saskatchewan is one of the five provinces in Canada that have published guidelines or policy making 'tool kits' to help recreation centres improve their food environment. Albeit a good resource, it is up to the business or facility to use the guide to adopt healthier food policies. In studies, patrons of recreational facilities have indicated interest in healthier food options, but there are mixed results when operators institute policies.

A success story for instituting a health food initiative exists in the City of St. Albert's Recreation Facilities. The City of St. Albert partnered with Alberta Recreation and Parks Association to request vendors to create a plan for healthy food implementation. The plan required the vendors to provide 20% choose most often foods, 80% choose sometime foods and 0% choose least often foods (based on Alberta Nutrition Guidelines for Children and Youth). The success of this initiative was represented by profit stabilization of vendors and businesses that offered the healthy food options. Additionally, the City of St. Albert received positive media support for providing healthy options in recreation facilities and patrons were making better food choices.

Another successful initiative was conducted in Edmonton when a healthy fast food vendor (Moo's) in Kinsmen Sports Centre strategically promoted and marketed their healthy products to generate customer demand. A specialized menu was created, tailoring the items to athletes, coaches and trainers who frequented the facility. The menu consisted of 85% healthy choices based on the Alberta Nutrition Guidelines for Children and Youth. The success was identified by the demand for the healthy menu items which resulted in the ability to expand the business to develop a seasonal kiosk and concession stands at other recreation facilities throughout Edmonton.

Urban Parks Systems

A well-balanced inventory of park spaces and amenities is required to achieve all the potential benefits that parks can provide. The sum of each individual park within a municipality creates an urban parks system, including both constructed parks and protected natural areas as well as the linkages between them.

Benefits of Parks and Outdoor Spaces

Research supports that individuals continue to place a high value on the availability and quality of parks, trails, and outdoor spaces. A 2013 Canadian study commissioned by the TD Friends of the Environment Foundation found that nearly two-thirds of respondents (64%) indicated that local parks were “very important” to them and their family. Additionally, 68% of Canadians are concerned about the loss of green space in their community.¹²

Another 2011 study of over 1,100 parents of 2 to 12 year olds in the United States, Canada, and the United Kingdom found that the more time a family spends together at a playground, the greater their overall sense of family wellbeing. Three-quarters also wished that their family had time to visit a playground more often.¹³

Parks and outdoor spaces also play a key role in helping to combat “nature deficit disorder” amongst children and youth. This phrase, first coined by Richard Louv in his bestselling book “Last Child in the Woods,” suggests that children are becoming estranged from nature and natural play, which results in a number of cognitive, physical, and developmental issues.

While all residents benefit from the availability of quality park spaces, a significant amount of research and attention has been given to the myriad of benefits that result from children and youth being able to play and interact in outdoor settings. Findings include:

- Children who play regularly in natural environments show more advanced motor fitness, including coordination, balance and agility, and they are sick less often.¹⁴
- Exposure to natural environments improves children’s cognitive development by improving their awareness, reasoning, and observational skills.¹⁵
- Children who play in nature have more positive feelings about each other.¹⁶
- Outdoor environments are important to children’s development of independence and autonomy.¹⁷
- Children with views of and contact with nature score higher on tests of concentration and self-discipline. The greener, the better the scores.¹⁸

¹² TD Friends of the Environment Foundation survey. Conducted by Ipsos Reid (2013).

¹³ Harris Interactive (2011). *Playgrounds Increase Sense Of Family Well-Being*. Washington, District of Columbia. Foresters.

¹⁴ Grahn, P., Martensson, F., Lindblad, B., Nilsson, P., & Ekman, A., (1997). *UTE pa DAGIS, Stad & Land nr. 93/1991 Sveriges lantbruksuniversitet, Alnarp*.

¹⁵ Pyle, Robert (1993). *The thunder trees: Lessons from an urban wildland*. Boston: Houghton Mifflin.

¹⁶ Moore, Robin (1996). *Compact Nature: The Role of Playing and Learning Gardens on Children’s Lives*, *Journal of Therapeutic Horticulture*, 8, 72-82

¹⁷ Bartlett, Sheridan (1996). *Access to Outdoor Play and Its Implications for Healthy Attachments*. Unpublished article, Putney, VT

¹⁸ Taylor, A.F., Kuo, F.E. & Sullivan, W.C. (2002). *Views of Nature and Self-Discipline: Evidence from Inner City Children*, *Journal of Environmental Psychology*, 22, 49-63

Active Transportation

Active transportation refers to any form of human-powered transportation, such as walking, cycling, using a wheelchair, in-line skating, or skateboarding.¹⁹ In 2011 in Canada, 5.7% of commuters walked to work regularly while 1.3% cycled, accounting for over one million Canadians.²⁰ The City's Transportation Master Plan outlines a number of key intentions for active transportation throughout the City in the future.

A generational trend is that younger professionals are using active modes of transportation more now than ever. A number of factors are contributing to this such as people are becoming more environmentally conscious, financial limitations (active transportation is generally a cheaper mode of transportation), and a trend is occurring in which people are moving back from the suburbs into urban communities in which places of work are closer in proximity to place of residence.

Urban parks encourage active traffic through its boundaries if they are adjacent to a roadway or can provide a shortcut through the community. Pathway systems that connect neighbourhoods across the municipality are becoming increasingly important to accommodate alternative methods of transportation. Multi-use pathway systems are often seen as being a given with park design as they facilitate a wide range of recreational use and serve a transportation function.

Relationships should be constantly analyzed to enhance pathway systems such as the amenities on pathways and user numbers, lighting and its effects on night usage, and the surface material and the types of usage (e.g. bicycling, walking). An analysis of why certain pathways receive high usage can be applied to other corridors that do not attract as much active traffic volume. Gathering utilization data with trail trackers is a practice that municipalities are beginning to undertake on a regular basis.

Preserving Heritage and Culture

Preserving and further developing the historical aspects of an urban parks system embed the importance of these spaces within the community and increase resident interest and utilization. Municipalities can showcase the history of a community via its prominent community builders and significant events from the past by dedicating the name of a park, including interpretative information, and displaying art installations that contribute to a sense of place.

Aspects of culture can be celebrated and persevered in parks. In Chinese gardens, for example, plants are carefully selected for their symbolic association and installed to dictate the arrangement of spaces. The idea that a garden should invite aesthetic appreciation and the enjoyment of nature is important to Chinese park visitors, but may not be limited to a single culture. Festival venues, art displays, amphitheatres, and garden features are examples of culture infrastructure in urban parks that can set a municipality apart by providing identity-defining features and iconic places.

19 Public Health Agency of Canada. <http://www.phac-aspc.gc.ca/hp-ps/hl-mvs/pa-ap/at-ta-eng.php>

20 Statistics Canada. 2011. *Commuting to Work*. https://www12.statcan.gc.ca/nhs-enm/2011/as-sa/99-012-x/99-012-x2011003_1-eng.cfm





SECTION 10

Leading Practices

SECTION 10

Leading Practices

KEY FINDINGS FROM THIS SECTION

- Partnership frameworks are used to guide the development and accountability of partnership in a formalized process.
- In most cases, both financial and non-financial supports are provided by municipalities to neighbourhood community associations. Non-financial supports include assistance with strategic planning sessions and templates, with promotions and marketing, volunteer recognition and recruitment, training opportunities, and networking opportunities.
- Regina provides proportionately more indoor ice sheets per capita than comparable cities and less indoor aquatics centres.

A review of leading practices was conducted to provide additional insight into key topics. Partnerships, community associations, volunteer support, and outdoor pools were identified as key topics early on in the research process to be examined further. The approaches to each topic were identified by contacting other similarly sized municipalities in western Canada combined with previous knowledge brought forth by the consulting team.

Partnership Frameworks

Partnership frameworks are used to guide the development of partnerships as well as to keep them accountable. A number of criteria are considered to determine whether a potential partnership is worthwhile and ethical to pursue.

Partnership criteria could include:

- Alignment with municipal planning vision, values, goals, etc.
- Type of organization (non-profit, private company)
- Provides additional/diverse variety of opportunities
- Capital cost savings
- Operating cost savings
- Enhances health and wellness of individuals
- Provides social and wellness benefits to the community

- Safety and risk management
- Access and affordability
- Equity and fairness
- Sustainable approach
- Competency of the organization (clear demonstration of business/feasibility planning)

Community Associations

Community associations are still considered an integral part of the recreation delivery system. Specific ways to support community associations differ slightly as funding can be provided in tiers (such is the case in Regina), flat rate (the same amount of core funding to each community association), per capita (based on population), or other/combined methods (e.g. expressed need, demographics, utilization).

The amount and quality of non-financial support methods does differ between municipalities. Methods to support community associations include:

- Providing a clear base level of support to all community associations
- Capital and operating grants
- Cover facility costs (utilities, insurance)
- Major facility enhancements
- Non-financial supports
 - » Strategic planning sessions and templates
 - » Assistance with promotions and marketing
 - » Assistance with website, newsletters
 - » Contracted instructors list
 - » Presentation and interpretation of census data
 - » Volunteer recognition and recruitment
 - » Training opportunities
 - » Networking opportunities

Supporting Volunteerism

Since most recreation opportunities are provided by volunteers, supporting volunteerism is critical. Communication initiatives are imperative to help link people with opportunities and vice versa as well as for recognizing volunteers. The recognition of volunteers is a nice touch to remind the individuals that their efforts make a difference. Communicating recognition to the general public is also a strategy to spread the word about volunteer opportunities. Investing in volunteerism can take place in many ways as described below.

Methods to support volunteerism include:

- Recognition events
- Recognition communiqués
- Opportunity postings
- Having and updating a database/list of potential volunteers to email opportunities
- Training and development opportunities
- Communicate the benefits of volunteering and explain how it makes a difference in the community
- Benefits for volunteers (e.g. discount to some programs/facilities)

Outdoor Pools

Aging infrastructure is an issue for many municipalities with outdoor pools. Reinvestment often includes the introduction of contemporary leisure components to existing pools as well as the development of water spray parks. There is limited investment in new outdoor pool infrastructure as investment is often made to maintain the existing number of outdoor pools as opposed to sustaining the provision ratio (number of residents per pool). In addition, there is less focus placed on programming pool time with organized swim clubs as weather can be unreliable and user group expectations are rising in regard to facilities and amenities (e.g. water temperature, equipment storage, deck size).

Investment in outdoor aquatics includes:

- Enhanced leisure amenities
- Sustaining existing number of outdoor pools
- Limited investment in new/additional outdoor pools
- Introduction of new/additional water spray parks

Inventory Benchmarking

Looking at five similarly sized cities in western Canada, a benchmarking of major recreation facility types (ice arenas, indoor aquatic facilities, outdoor swimming pools) was conducted to analyze how Regina compares in regard to the number of facilities provided and provision ratio (number of people per facility).

Regina has slightly less ice sheets compared to the average, less indoor aquatic facilities, and slightly more outdoor pools. Since the average population is significantly higher than Regina's please refer to the next chart for provision ratios.

Municipality	Population (2016)	Ice Sheets	Indoor Aquatics Facilities (City)	Indoor 50M Pools	Outdoor Pools
Edmonton	932,546	32	17	5	5
Lethbridge	92,729	6	3	1	2
Red Deer	100,418	6	4	0	1
Saskatoon	233,222	11	4	2	4
Winnipeg	705,224	34	13	5	10
Average	412,828	18	8	3	4
Regina	215,106	15	3	1	5

In regard to the provision ratios, Regina provides more ice sheets than the comparable cities (one sheet per 14,340 residents compared to one sheet per 23,193 residents). Regina's provision ratio of indoor aquatic facilities is higher (more residents per facility) than all the comparable cities while the opposite is true for outdoor pools.

Municipality	Population (2016)	Ice Sheets	Indoor Aquatics Facilities (City)	Indoor 50M Pools	Outdoor Pools
Edmonton	932,546	29,142	54,856	186,509	186,509
Lethbridge	92,729	15,455	30,910	92,729	46,365
Red Deer	100,418	16,736	25,105	—	100,418
Saskatoon	233,222	21,202	58,306	116,611	58,306
Winnipeg	705,224	20,742	54,248	141,045	70,522
Average	412,828	23,193	50,345	158,780	93,825
Regina	215,106	14,340	71,702	215,106	43,021





SECTION 11

Consultation

SECTION 11

Consultation

KEY FINDINGS FROM THIS SECTION

- The most utilized recreation spaces among residents are spontaneous outdoor assets (walking/running trails and pathways, passive parks, City Square Plaza/Victoria Park, playgrounds).
- Lack of quality spaces and not being able to get access to spaces are the top challenges for community groups.
- Among youth, leisure pools and outdoor swimming pools were the top indoor and outdoor needs respectively.

A variety of consultation mechanisms were conducted to engage residents and stakeholder in Regina. A **telephone survey** generated input from the 600 households in the Regina area. Households were randomly called to participate in the survey. Soft quotas were employed to ensure appropriate levels of representation from the recreation zones. Additionally soft quotas were utilized to ensure there was appropriate representation from age segments. The soft quotas were based on population data for Regina. In addition to the telephone survey, an online survey was fielded to enable all Regina residents the opportunity to participate in the survey. The **online survey** also enabled residents from outside the city but within the market area to participate. A further 1,391 full and partial responses were collected online. The findings from the two surveying methodologies are presented separately.

Organized **community groups were also surveyed**. Utilizing contact lists provided by the City of Regina, groups were invited to participate in the survey through an email. The email included a link to the online survey; a hard copy of the group questionnaire was attached to the email as well. In total 558 groups were invited to participate with 185 responses received. See the appendices to see the list of groups from whom a response was provided.

Stakeholder interviews and focus group discussions were convened as well. These meetings included some of the organized groups that were invited to participate in the community group survey. Other key stakeholders were invited into this process as well—organizations such as community partners. Refer to the appendices to see the list of participants.

A **youth survey** was conducted in the schools to understand the needs of youth in the community. The public, Catholic, and private school jurisdictions in Regina were approached by the City to request participation of their students in this Master Planning process. Once approval was granted, individual schools and teachers were able to opt into the process. In total over 600 responses were gathered from students in over 30 schools.

Finally two **public events** were convened to provide a venue for members of the public to discuss the study with members of the project team and to provide some thoughts. The main outcome from these two events was further promotion and encouragement for participation in the online resident survey.

Mechanism	Description	Responses/Participants
Household Survey	A statistically representative survey of City residents. Telephone and online survey results were collected. Subsegment analysis of the telephone survey was incorporated.	600 Responses from telephone survey; 1,391 Responses from online survey
Community Group Survey	Online survey (with hard copy available upon request) for community groups such as sport organizations, schools and service clubs.	185 Responses (including 25 schools; 16 community associations)
Stakeholder Interviews/ Focus Group Discussions	In-person interviews with key stakeholders in the community. Supplementary telephone interview were also conducted.	57 sessions convened with 132 participants representing 116 groups.
Youth Survey	Hard-copy and online survey to gather the opinions and needs of students and youth.	615 responses gathered from 32 schools
Open Houses	Display panels exhibited to promote the engagement opportunities to residents.	Two open houses were conducted in the consultation phase of the research.

Household Survey

A household survey was conducted by RC Strategies+PERC in conjunction with the City of Regina to gather the public's thoughts and preferences regarding recreation. The survey was organized to identify residents' perspective on the current and future state of recreation in the City. The survey was conducted via telephone¹ and a target of 600 responses was achieved resulting in overall findings that are statistically representative of city residents with a margin of error of $\pm 4.0\%$ 19 times out of 20.²

Respondents from the telephone survey were asked a series of personal questions to categorize them into certain subsegments. The telephone survey findings were then examined according to those subsegments, which included residency according to recreation district, household composition, income distribution and others.

Subsegment analysis allowed biases and trends to be identified from the responses of each question. Where appropriate, the significant findings from the subsegment analysis will be presented. The survey results are presented in the order the questions were asked.

A web version of the questionnaire was also available on the City's website to provide the opportunity to all residents (including those in the broader market area) to share their thoughts. Over 1,300 full and partial findings were gathered through this mechanism. Findings from the online survey are presented for selected questions where responses are markedly different.

The graphs displayed herein represent findings from the telephone survey.

¹ Numbers were randomly dialed and included cell phone numbers.

² This means that if the survey was fielded twenty times, on nineteen occasions the findings would be within 4.0%. These findings are considered representative of city residents.

Top of Mind Thoughts

To begin the survey, respondents were asked to indicate the main reasons that the members of their households participate in recreation activities. As illustrated in the accompanying figure, approximately two-thirds (69%) of respondents indicated health reasons. For fun (41%) and to socialize (23%) were the next most commonly cited reasons for participation in household recreation activities. Refer to the graph for other responses.

Subsegment Findings

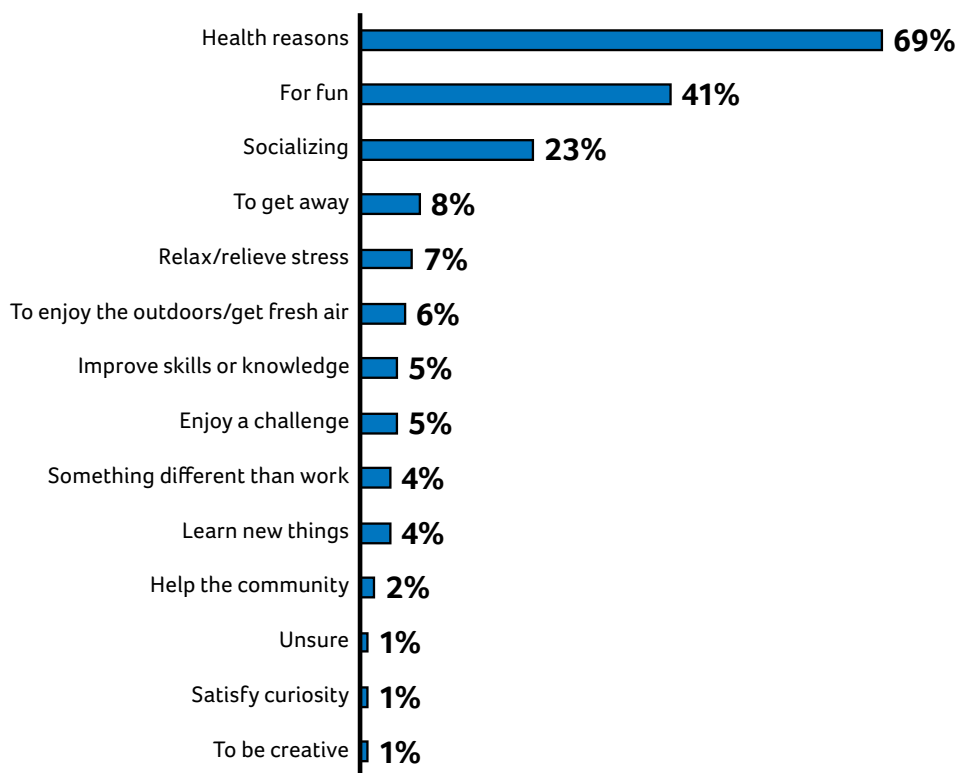
- Respondents with a household income of \$60 – \$105k (72%) and greater than \$105k (80%) were more likely to participate in recreational activities than respondents with a household income of less than \$60k (58%).
- Respondents with children 9 years of age and younger in the home were more likely to participate in recreational activities (52%) for fun than those without children in the home (36%).

Web Survey Results

Respondents were allowed to choose all reasons they participated in recreation activities. Top reasons are listed here:

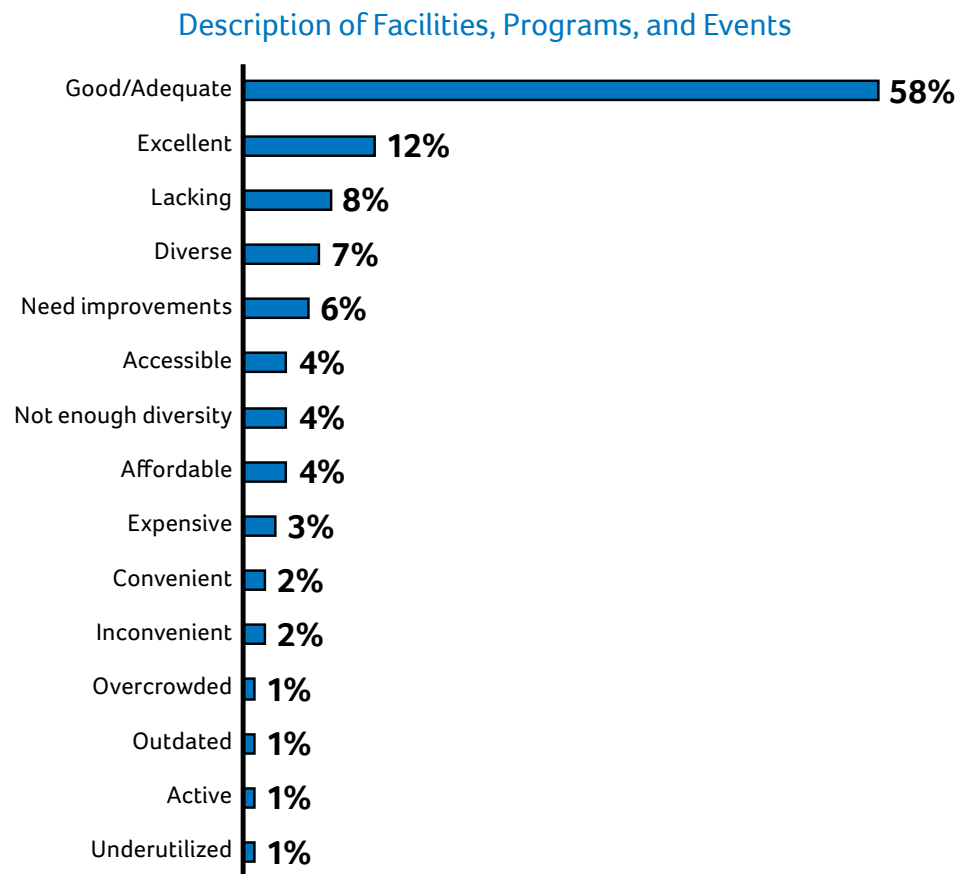
- For fun (81%)
- Health reasons (76%)
- Relax/relieve stress (55%)
- To enjoy the outdoors/get fresh air (54%)

Reasons for Participating in Recreation



Description of Facilities, Programs and Events

Respondents were then asked to describe the City of Regina's recreation facilities, programs and events. A majority of respondents (58%) commented that the City's recreational offerings were good/adequate. The next most cited comments included: Excellent (12%); Lacking (8%); Diverse (7%); and Needs improvement (6%).



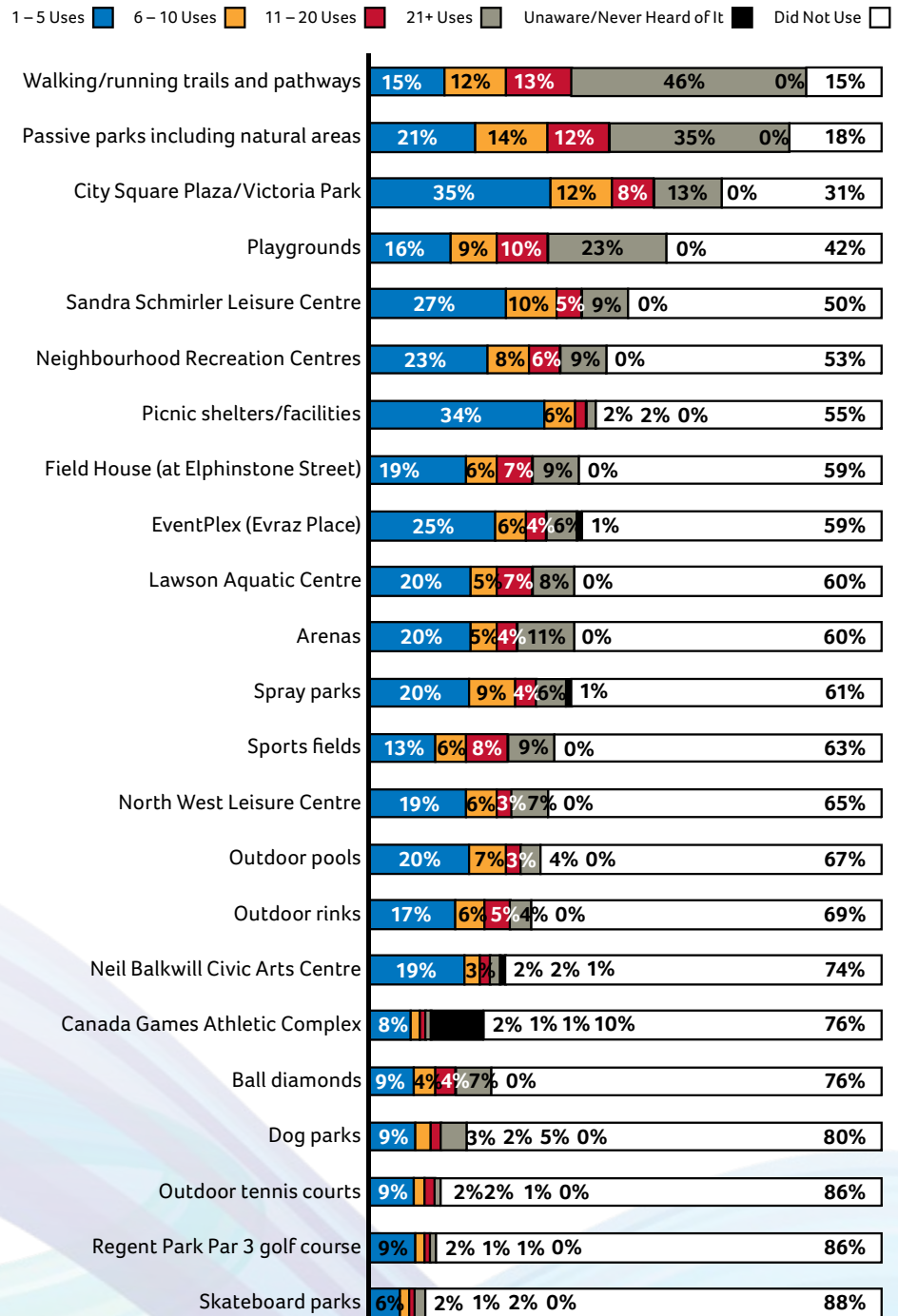
Current Usage/Visitation

Respondents were presented with a list of some recreation facility types owned by the City. For each type they were asked to indicate the number of times a household member has used or visited it as an active participant in the previous year. Walking/running trails and pathways were used by a large majority of households (85%). In fact almost half (46%) used the trails and pathways twenty-one or more times. Similarly, the passive parks including natural areas were used by 82% of households. Other facilities that were used by at least half of households included: and City Square Plaza/Victoria Park (69%); playgrounds (52%); and the Sandra Schmirler Leisure Centre (50%). See the accompanying graph for additional details.

Subsegment Findings

- Residents with an annual household income greater than \$105k reported using arenas significantly more (55%) than those with an annual income of \$60k – \$105k (39%) and less than \$60k (32%).
- Respondents aged 18 – 40 reported using Neighbourhood Recreation Centres significantly more (53%) than those aged 61 and over (39%).
- Residents with an annual household income greater than \$105k reported using Playgrounds significantly more (70%) than those with an annual income of \$60k – \$105k (56%) and less than \$60k (51%).
- Those with tenure of 6 – 15 years in the community used playgrounds more (70%) than those with over 16 years tenure in the community (54%).
- Residents with an annual household income greater than \$105k (91%) and between \$60k – \$105k (91%) reported using Walking/running trails and pathways significantly more than households with an income of less than \$60k (77%).

Utilization of Recreation Spaces



Barriers to Participation

Households were asked to identify what, if anything prevents them or anyone in their household from participating in recreation programs and activities in Regina. Twenty-seven percent (27%) of respondents reported being busy with other activities as the largest barrier to participation. Additionally, fourteen percent (14%) of respondents reported health issues, illness and injury as their most significant barrier to participation. Distance/access and cost/price were also significant barriers.

Subsegment Findings

- Busy with other activities was a more reported barrier for respondents aged 18 – 40 (32%) and 41 – 60 (31%) than respondents aged 61 and over (13%).
- Cost/price (admission/equipment) was a more significant barrier for those with children in the house (17%) than those without children in the house (8%).

Web Survey Results

- Overcrowded facilities (35%)
- Lack of facilities (33%)
- Cost/price (30%)
- Distance/access (25%)

Barriers to Participation



Amount of Travel Time Acceptable

Respondents were asked what amount of travel time to recreational facilities they deemed to be acceptable before it was a barrier to their attendance. While twenty-one percent (21%) of respondents stated that travel time to a recreation facility is not a barrier to participation, a larger proportion (28%) commented that travel time beyond 15 minutes (one way) would serve as a barrier. Approximately two-thirds (64%) of respondents felt that travel time up to 30 minutes one way was acceptable.

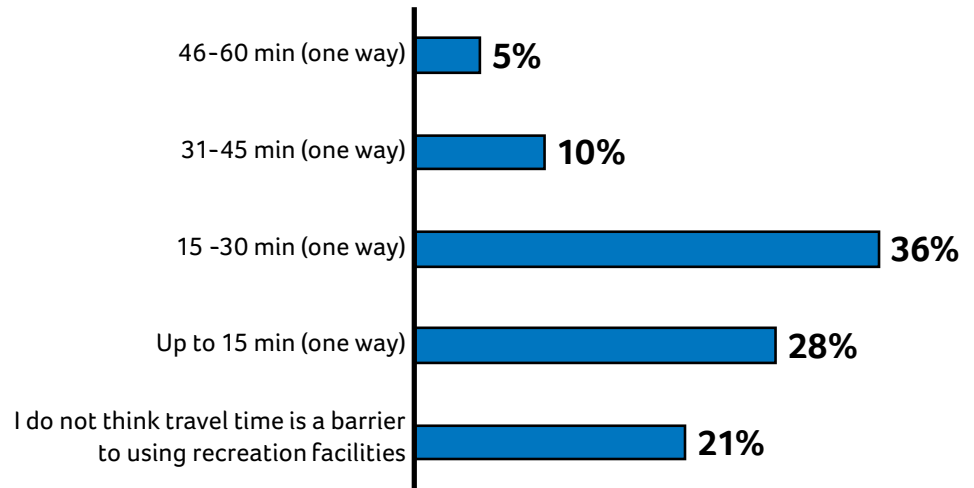
Subsegment Findings

- Respondents residing in the North Zone expressed they are more willing to travel to recreation facilities (36%) significantly more than all other recreation zones.

Web Survey Results

- Fifty-eight percent (58%) of respondents are willing to travel between 15 and 30 minutes one way before considering travel time a barrier.

What amount of travel time is acceptable?



Willingness to Travel

Respondents were then asked if they would be willing to travel farther to use some recreation facilities but not others. This question looked to indicate if preference would take precedent over the length of time it would take to get to a facility. It was found that over two-thirds (68%) of respondents are willing to travel to use some recreation facilities over others.

Subsegment Findings

- Residents with 0 – 5 year's tenure in the community reported being more willing to travel farther for different facilities (85%) than those with over 16 years tenure in the community (70%)

Level of Agreement
Statements

For the statements about recreation in the accompanying chart, respondents were asked to what extent they agree or disagree with the statements. Ninety-seven percent (97%) agree that the community as a whole benefits from the recreation programs and services in Regina. Additionally, seventy-two percent (72%) strongly agreed with that statement. Ninety-one percent (91%) agree that the recreation programs and services in Regina are important to their quality of life.

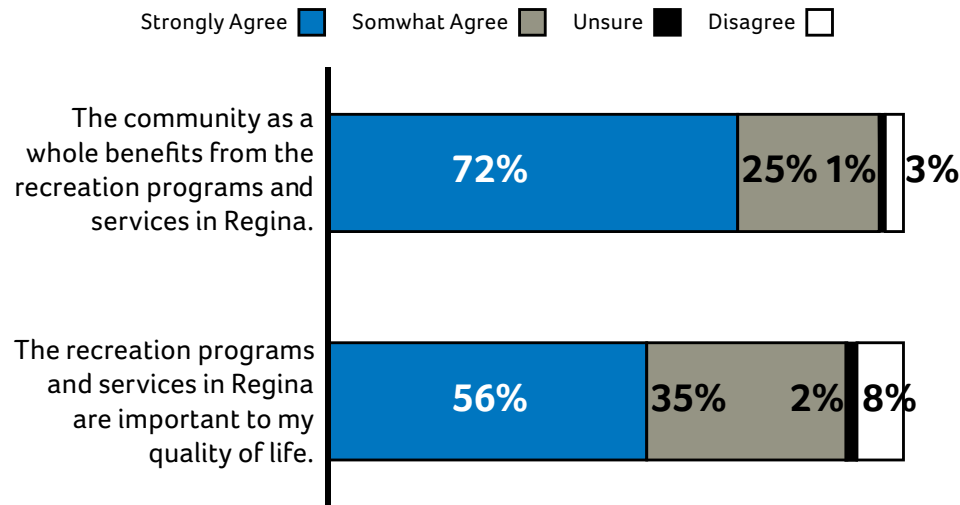
Subsegment Findings

- For the statement regarding recreation as a benefit to quality of life, those with no seniors in the home more strongly agreed (60%) than those with seniors in the home (49%).

Web Survey Results

- The degree to which online respondents agreed with the recreation statements was similar to those who responded to the household survey.
- Web survey participants were more likely to strongly agree that recreation programs and services are important to their quality of life (62% strongly agreed) and that the community benefits of recreation programs and services (81% strongly agreed).

Recreation Statements



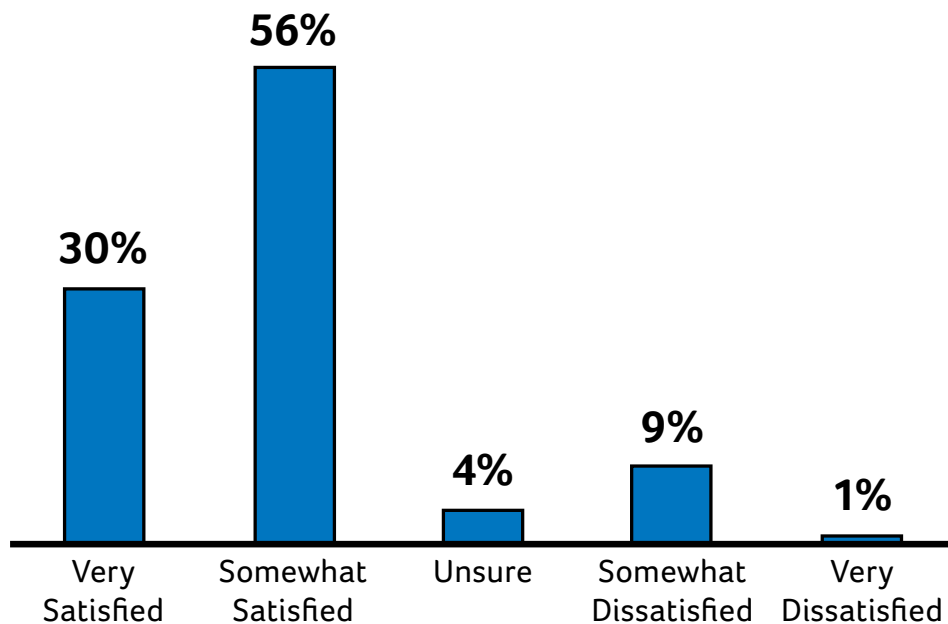
Satisfaction with Recreation Programs and Services

In reference to the existing recreation programs and services, respondents were asked about their level of satisfaction. It was found that eighty-six percent (86%) of households are satisfied with the current recreation programs and services currently offered in Regina (30% very satisfied; 56% somewhat satisfied).

Reasons for Being Satisfied/Dissatisfied

According to the response of the above answer, respondents were then asked to identify why they were satisfied/dissatisfied with the current recreational programs and services. The most reported reasons for satisfaction are a good variety of programs (19%) and excellent programs and services (17%). Those who reported being dissatisfied with current recreational services reported a lack of availability (12%), general programs (8%) and facilities (8%).

Satisfaction with Recreation Programs and Services



Subsegment Findings

- Respondents with an annual household income greater than \$105k, expressed that the City offers a good variety of programs significantly more (25%) than those with an annual income less than \$60k (13%).
- Residents aged 61 and over expressed that the City has excellent programs and services significantly more (23%) than those aged 18 – 40.

Need for New and/or Upgraded Recreation Facilities

When asked to identify if there is a need for new and/or upgraded recreation facilities to be developed in the City of Regina, there was a mixed response. Over half (54%) said “Yes” and forty-one percent (41%) said “No”.

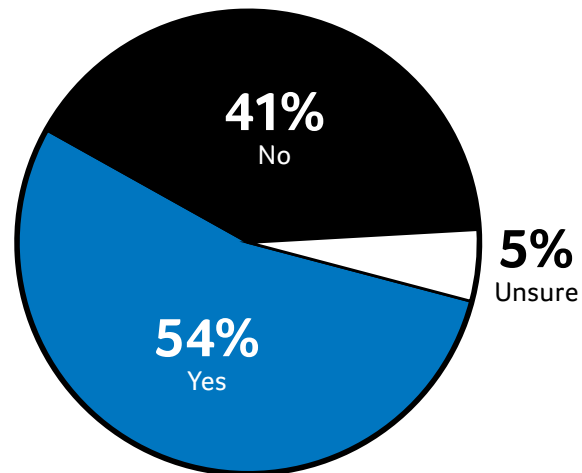
Subsegment Findings

- Residents with longer tenure in the community said no (44%) significantly more times than those with short tenure in the community (26%).
- Respondents aged 18 – 40 expressed a need for new and/or upgraded facilities significantly more (62%) than those aged 61 and over (44%).

Web Survey Results

- A large proportion of respondents (87%) said there is a need for new / upgraded recreation facilities, 9% were unsure, and only 5% said there is no need.

Need for New and/or Upgraded Recreation Facilities



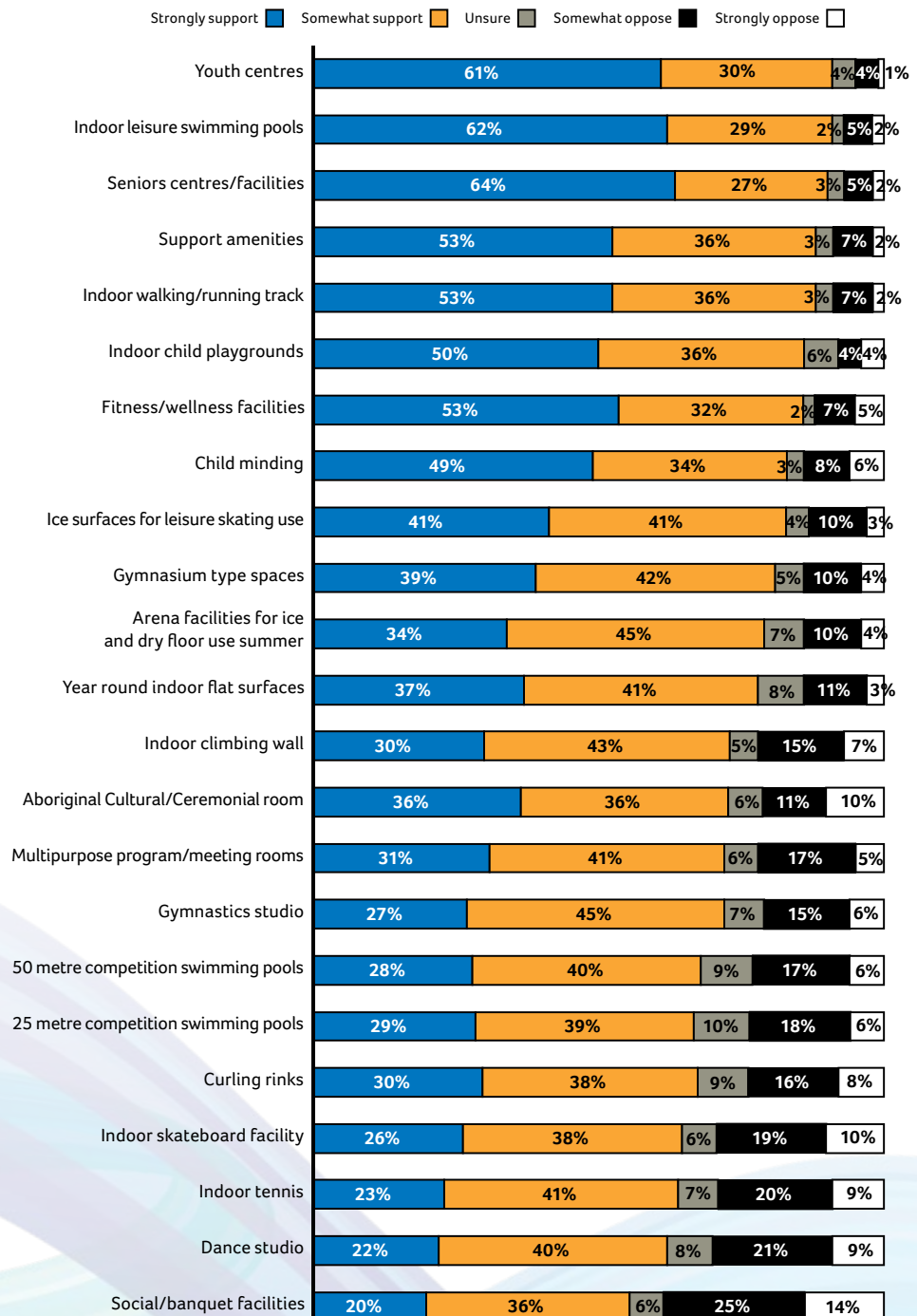
Indoor Priorities

Respondents who think facilities should be developed (and those who were unsure) were then asked to identify their levels of support for various indoor and outdoor facilities. Of the 59% of respondents who answered “yes” or “unsure”, the most support for indoor facilities was provided for: youth centres (91%), indoor leisure swimming pools (91%), and senior’s centres/facilities (91%). By order of most strongly supported indoor components, the top was senior’s centres/facilities (64%). The next most cited were: Indoor leisure swimming pools (62%); Youth centres (61%); Support amenities (53%); Indoor walking/running track (53%); and Fitness/wellness facilities (53%).

Subsegment Findings

- Those with no children in the home listed curling as much more of a priority (37%) than those without children in the home (18%).
- Respondents with an annual household income of less than \$60k strongly supported child minding as a priority significantly more (63%) than those with households incomes \$60k – \$10k (44%) and greater than \$105k (45%).

Support for Indoor Spaces



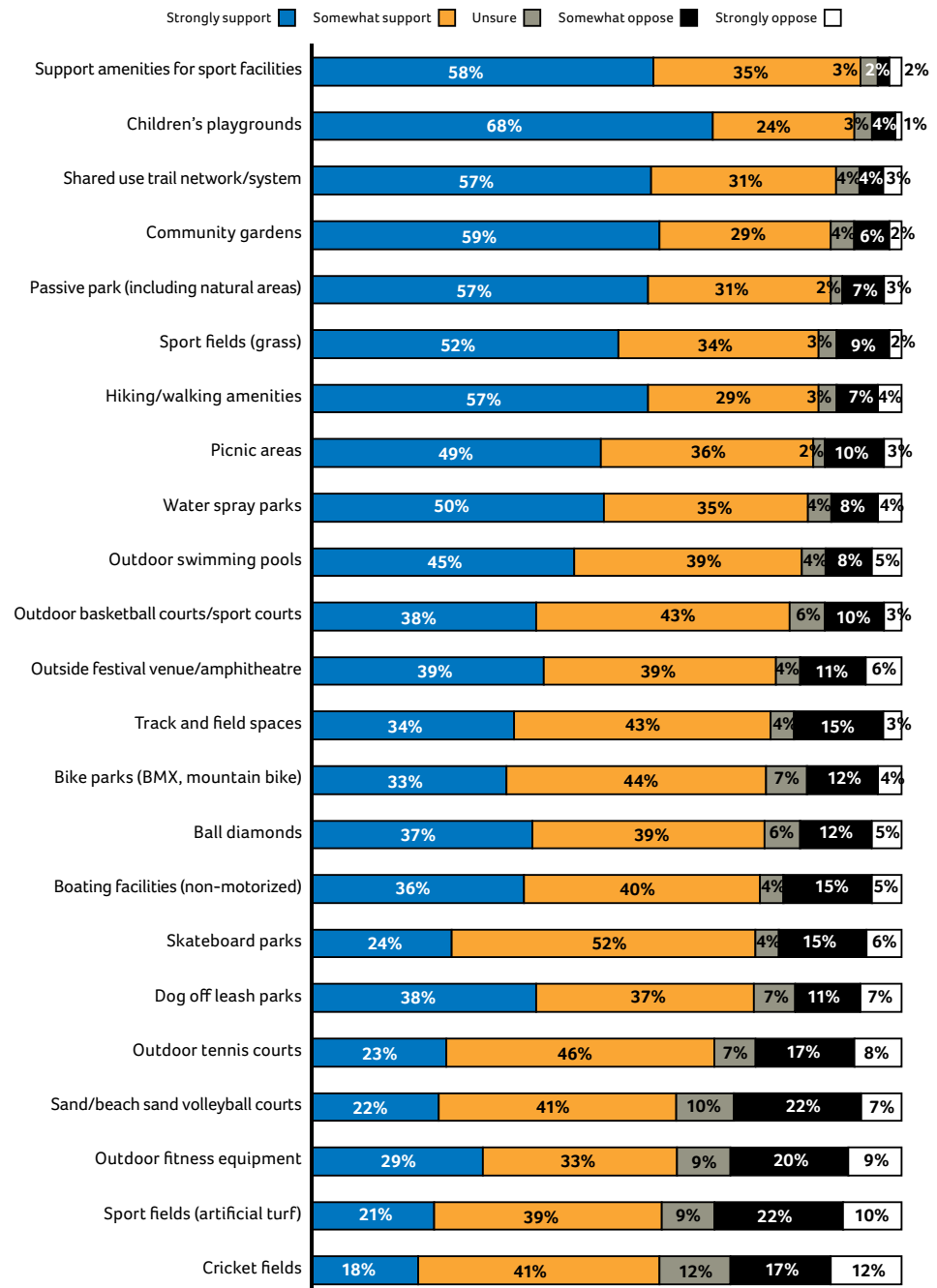
Outdoor Priorities

Considering outdoor facility components those receiving the greatest amount of total support included: support amenities for sport facilities (such as lighting, parking, seating and washrooms) (93%), children's playgrounds (92%) and shared use trail network/systems (88%). By order of most strongly supported outdoor components the top is children's playgrounds (68%). The next highest strongly supported amenities were cited as: Community gardens (59%); Support amenities for sport facilities (58%); Shared use trail network/system (57%); Passive parks (including natural areas) (57%); and Hiking/walking amenities (57%).

Subsegment Findings

- Respondents with no seniors in the household strongly supported shared use trail networks/systems significantly more (62%) than households with seniors (46%).

Support for Outdoor Spaces



Improvements to Programming

Recognizing that there are a number of organizations that offer recreation and parks programs to city residents, respondents identified improvements to existing programs. Accommodating more participants (16%), greater variety (14%) and affordability (13%) were the highest reported answers for improvements to new or existing programs.

Subsegment Findings

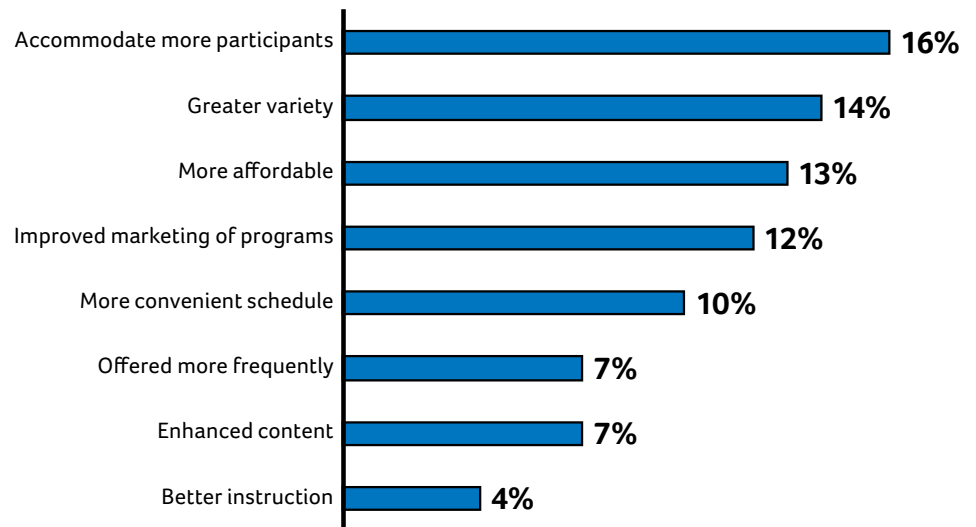
- Accommodating more participants was more important for household with children (24%) compared to those without children (12%).
- A greater variety of programs was more important to households that make less than \$105k (20%) than those that make over \$105k (9%).
- Those who said “Yes” to new/upgraded facilities opted for greater variety of programs (19%) significantly more than those who voted “No” to new/upgraded facilities (9%).

Web Survey Results

The top five reported suggestion to programming for the web survey were distinct from the household survey.

1. More convenient schedule (41%)
2. Greater variety (40%)
3. Accommodate more participants (39%)
4. More affordable (36%)
5. Improved marketing of programs (44%)

Improvements to Programming



Adequacy of Programming

For each of the groups, respondents were asked to identify if the existing recreation programs are adequate for multiple groups. Recreation programs for people with disabilities (20%) and for youth (21%) were expressed as being inadequate by approximately one-fifth of survey respondents.

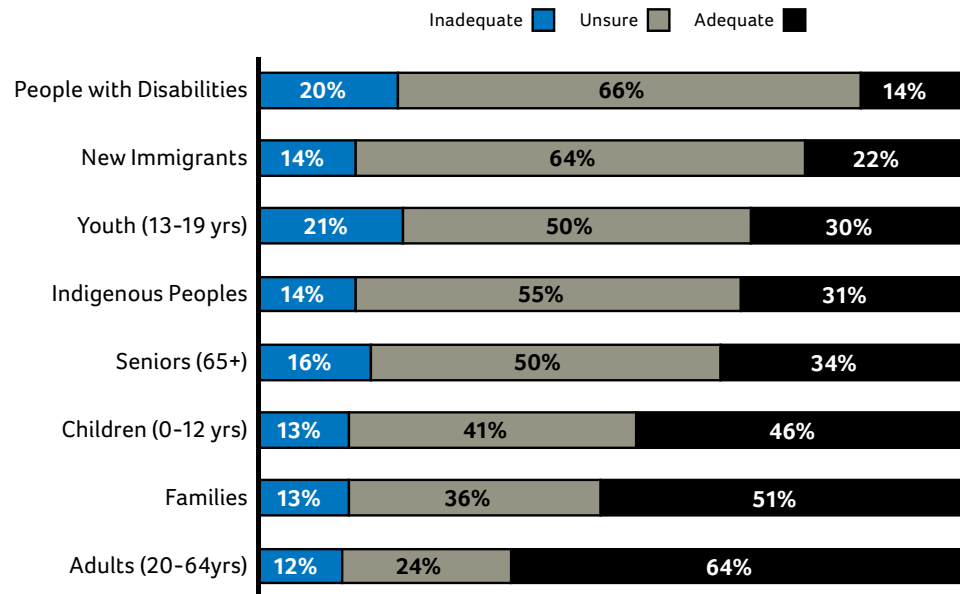
Subsegment Findings

- Respondents with no children in the home expressed inadequacy with recreation program significantly more (23%) than those with children in the home (11%).
- Respondents with over 16 years tenure in the community reported recreation programs being adequate significantly more (38%) than those with 6 – 15 years tenure (22%).

Web Survey Results

- Indigenous peoples: 15% said the programming is adequate while 13% said inadequate.
- Children (0 – 12 yrs): 38% said the programming is adequate while 24% said inadequate.
- Families: 35% said the programming is adequate while 31% said inadequate.
- Adults (20 – 64 yrs): 49% said the programming is adequate while 31% said inadequate.

Adequacy of Existing Programs



Availability of Program Types

Respondents that described the existing recreation programs for any one group as inadequate were then asked to identify what programs/program types should be more available. The most commonly cited programming need for each group are noted below.

Child (0 – 12 years) Program Priorities

- More programs (general) (21 mentions)
- Sports (general) (11 mentions)
- Swimming (10 mentions)
- Fitness (general) (9 mentions)
- Better access to programs (9 mentions)

Youth (13 – 19 years) Program Priorities

- More programs (general) (57 mentions)
- Sports (general) (21 mentions)
- Art (9 mentions)

Adult (20 – 64 years) Program Priorities

- Better access to programs (14 mentions)
- More programs (general) (12 mentions)
- Fitness (general) (11 mentions)
- Art (8 mentions)

Seniors (65+ years) Program Priorities

- More programs (general) (29 mentions)
- Fitness (general) (18 mentions)
- Social programs (18 mentions)
- Better access to programs (10 mentions)

Family Program Priorities

- More programs (general) (32 mentions)
- Swimming (11 mentions)
- Better access to programs (6 mentions)
- Ice rinks/Rink time (5 mentions)
- Sports (general) (5 mentions)

People with Disability Program Priorities

- Better access to facilities (38 mentions)
- More programs (general) (21 mentions)
- Disability accessible programs (17 mentions)

New Canadian Program Priorities

- Language (28 mentions)
- Mentor programs (16 mentions)
- Cultural (12 mentions)

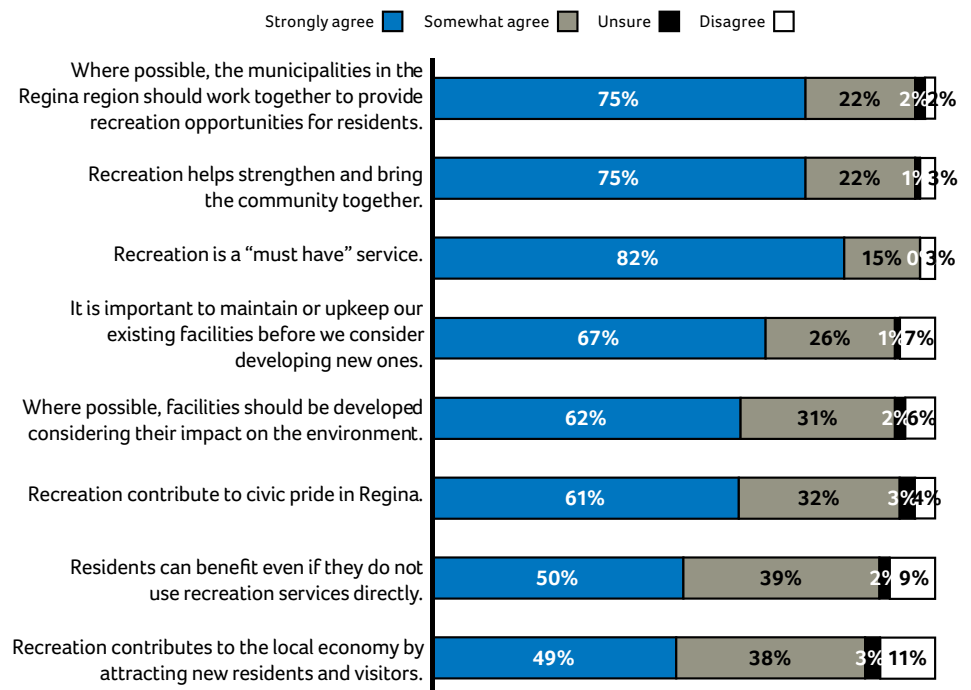
Indigenous Program Priorities

- More programs (general) (24 mentions)
- Cultural (23 mentions)
- Better access to programs (13 mentions)

Development and Delivery of Recreation Programs, Services, and Facilities

For each of the following statements in the accompanying chart, respondents were asked to indicate their level of agreement. Ninety-seven percent (97%) of respondents agree with the first 3 level of agreement statements. The first two statements stress the importance of recreation as a facet to building community and collaboration between communities. Eighty two percent (82%) of respondents strongly agreed that recreation is a must have service, which was the most strongly agreed with statement.

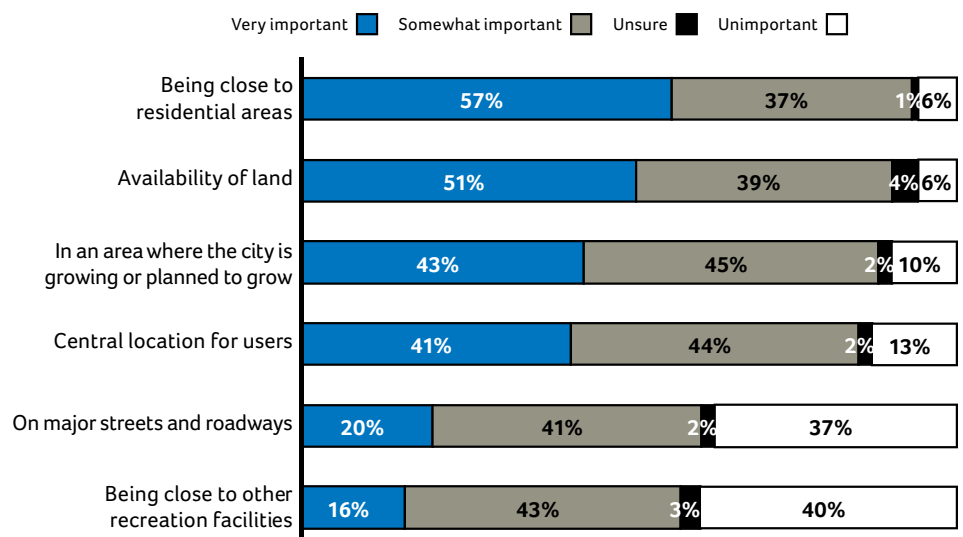
Development and Delivery of Recreation Programs, Services, and Facilities



Site Selection Criteria

Respondents were presented with a series of criteria that could be used when identifying a location for a potential recreation facility. As illustrated in the accompanying figure, the primary criteria is proximity to residential areas (94% of respondents identified it as very important (57%) or somewhat important (37%). Availability of land, and in an area where the city is growing or plans to grow were also indicated as important for determining a potential location.

Site Selection Criteria



Subsegment Findings

- Respondents from the Central Zone reported proximity to residential areas (67%) as very important significantly more than those from the North Zone (43%).

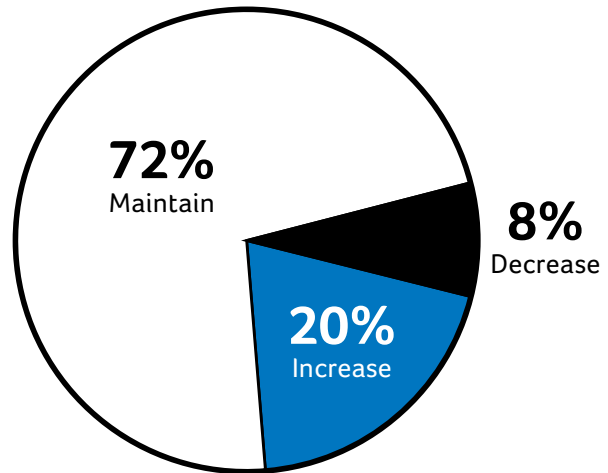
Tax Support and User Fees

The City of Regina recreation programs and facilities are paid for by a combination of tax support (including property taxes) and fees paid by users. When asked to share their opinion regarding tax support and user fees, seventy-two percent (72%) and sixty-nine percent (69%) of households indicated to maintain the current level of tax support and user fees respectively. For tax support, 20% are in support of an increase; 8% are in support of a decrease. For user fees, 16% promoted increase while 15% chose decrease.

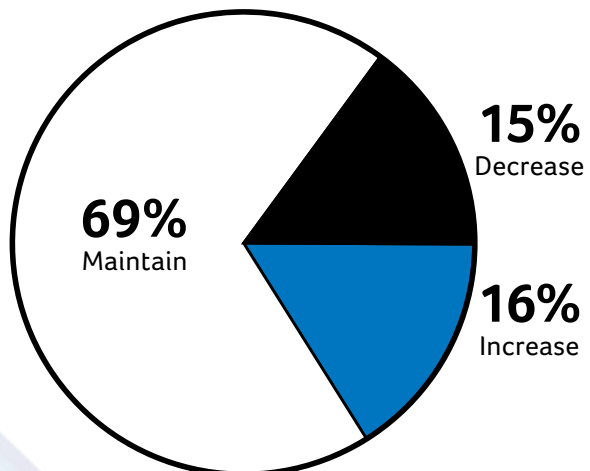
Web Survey Results

- Over one-third (41%) said they would be willing to increase their level of tax support to fund a new facility.
- Approximately one-quarter (22%) of respondents indicated that they would support an increase in user fees.

Increase, Maintain, or Decrease Level of Tax Support



Increase, Maintain, or Decrease Level of Tax Support



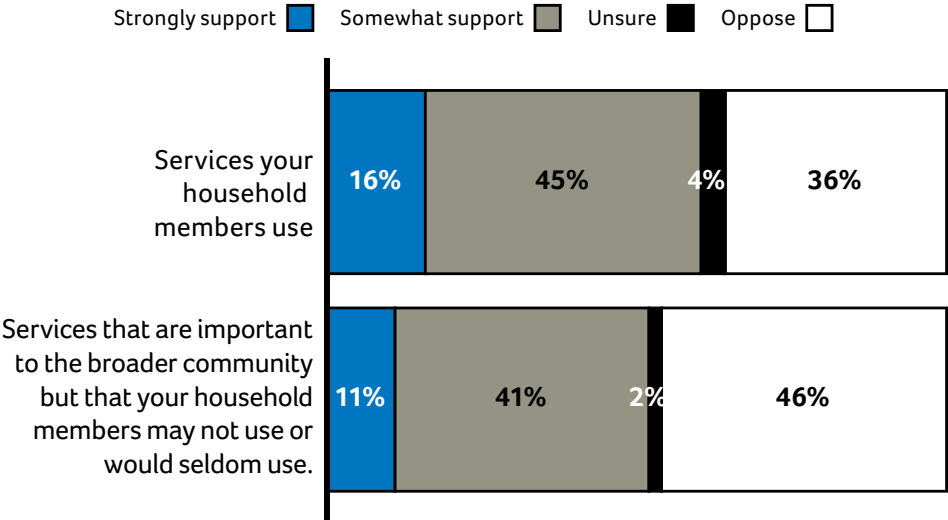
Property Tax Statements

Considering recreation programs and facilities, residents were asked if they support or oppose an increase in property taxes. Specifically, respondents were asked to what degree they would support an increase in property taxes for recreation services that their household members would, or would not use. The majority of respondents support (16% strongly support; 45% somewhat support) increasing property taxes for services that household members use. However, some respondents still reported they would support (11% strongly support; 41% somewhat support) an increase in property taxes for services that are important to the community that your household might not use.

Web Survey Results

- Almost three-quarters (72%) said they would support (32% strongly support) and 40% somewhat support) a property tax increase for services their household would use. Over half (57%) said they would support (18% strongly and 39% somewhat) an increase in property taxes for services that are important to the broader community but that their households may not use.

Property Tax Statements



Information Source for Recreation Services and Opportunities

Respondents were asked to identify their main sources of information regarding recreation and parks services and opportunities in the City of Regina. One-third of (33%) of respondents selected the Leisure guide as the top method for information. Internet/online was the second most reported source of information (21%). Brochures, pamphlets, newsletters and the City of Regina website were identified as the next best methods, respectively.

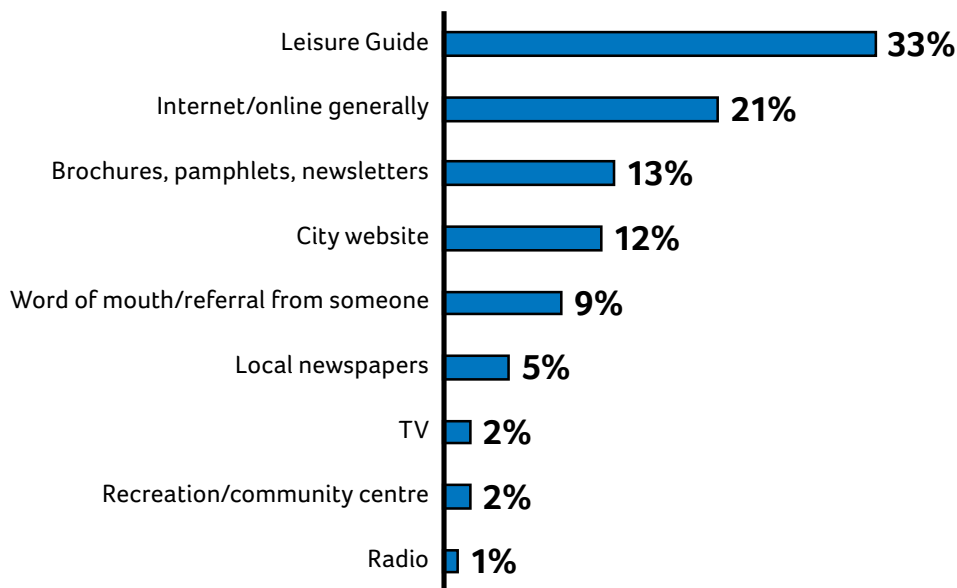
Subsegment Findings

- Respondents who have over 6 years of tenure in the community (36%) prefer the leisure guide significantly more than those with less than 6 years tenure in the community (13%)
- Residents who own their own home (36%) prefer the leisure guide significantly more than those who rent (19%)
- For the respondent who chose Internet/online generally as their main source of information, 29% were aged 18-40 and 22% were aged 41-60, both of which are significantly more than those aged 61 and over (7%)

Web Survey Results

- Leisure Guide (76%)
- City website (57%)
- Internet/online generally (52%)
- Word of mouth/referral from someone (51%)

Preferred Sources of Information



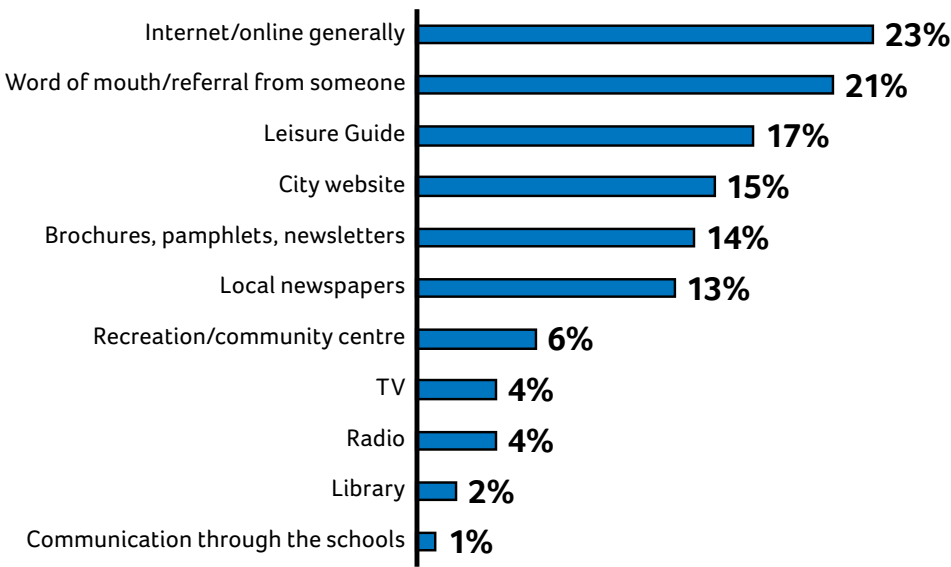
Sources of Information

Households were then asked to identify their other sources of information for information about recreation and parks opportunities. The internet/online was the strongest reported alternative source of information about recreation and parks services in Regina (23%).

Subsegment Findings

- The internet or online generally was more popular for those with children in the home (34%) than those without children (18%)
- Residents with seniors in the home reported using the newspaper for information (20%) significantly more than residents without seniors in the home (9%)

Other Sources of Information



Respondent Profile

Population demographic information ensures the integrity of the survey responses. It is essential that the responses and figures are representative of Regina as a whole. The following demographic information of respondents illustrates the demographic components of Regina to maintain that there are no discrepancies.

Household Composition	Phone	Online	Actual Regina
0 – 9 years	14%	24%	13%
10 – 19 years	11%	14%	11%
20 – 29 years	13%	12%	15%
30 – 39 years	14%	22%	15%
40 – 59 years	26%	23%	26%
60 – 69 years	13%	5%	10%
70+ years	9%	1%	9%

Respondents by Recreation Zone	Phone	Online	Actual Regina
Central	18%	17%	18%
East	24%	24%	23%
North	12%	8%	11%
South	20%	25%	20%
West	27%	23%	23%

How long have you lived in Regina?	Phone	Online
Less than 1 year	2%	2%
1 – 5 years	10%	11%
6 – 10 years	8%	13%
11 – 15 years	8%	10%
16 – 20 years	9%	10%
More than 20 years	63%	55%

Do you expect to reside in Regina for the next 5 years?	Phone	Online
Yes	94%	90%
No	4%	2%
Unsure	2%	8%

Do you own or rent your home?	Phone	Online
Own	84%	87%
Rent	15%	13%
Don't know/refused	1%	0%

Have members of your household immigrated or resettled in Canada within the past 3 years?	Phone	Online
Yes	4%	3%
No	96%	97%
Unsure	0%	1%

Do you or members of your household consider yourself/themselves Indigenous?	Phone	Online
Yes	11%	7%
No	88%	92%
Unsure	1%	2%

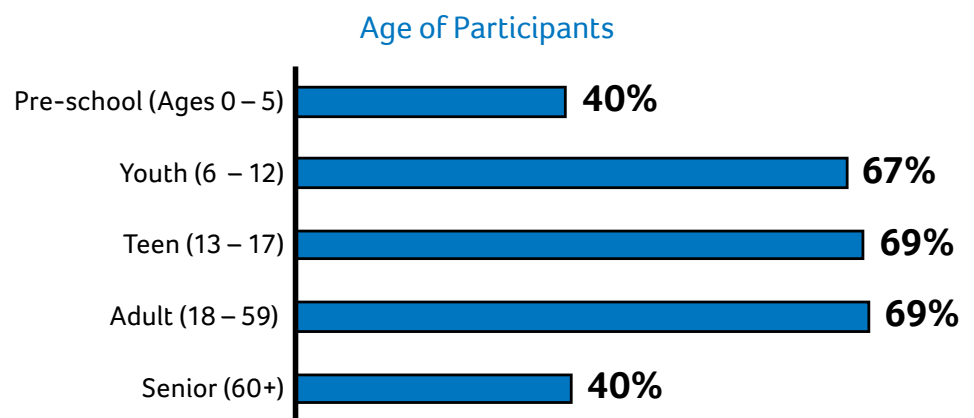
Which of the following categories best describes the total annual income, before taxes, of all members of your household in 2015?	Phone	Online
Less than \$30,000	7%	3%
\$30,000 to just under \$45,000	6%	4%
\$45,000 to just under \$60,000	12%	6%
\$60,000 to just under \$75,000	9%	8%
\$75,000 to just under \$90,000	10%	9%
\$90,000 to just under \$105,000	7%	10%
\$105,000 to just under \$120,000	7%	10%
\$120,000 to just under \$135,000	4%	7%
\$135,000 to just under \$150,000	4%	7%
\$150,000 and over	16%	23%
Don't know/refused	19%	15%

Stakeholder Group Survey

Community and cultural organizations in Regina were emailed an invitation to participate in a survey intended to collect information about the organizations that deliver recreation in Regina. The survey addressed the recreation needs and issues of the community organizations. The invitations included a link to an online version of the questionnaire: a hardcopy version of the questionnaire was also available. One hundred eighty-five (185) groups responded to the survey (558 were invited to participate). The results capture their individual perspective therefore they are not statistically representative of all organizations in Regina.

Community Organization Information

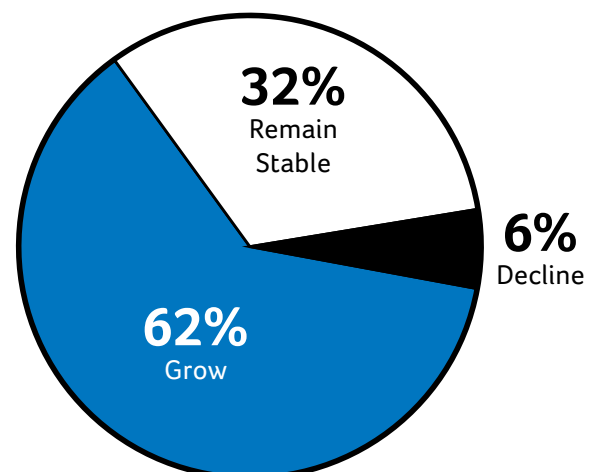
Of the organizations that submitted a response to the survey, 69% have adult participants, 69% have teen participants and 67% have youth participants.



Expectations for Growth

Approximately two-thirds (62%) of groups expect their participant numbers to grow over the next couple of years. Thirty-two percent (32%) expect to remain stable and six percent (6%) expect to decline.

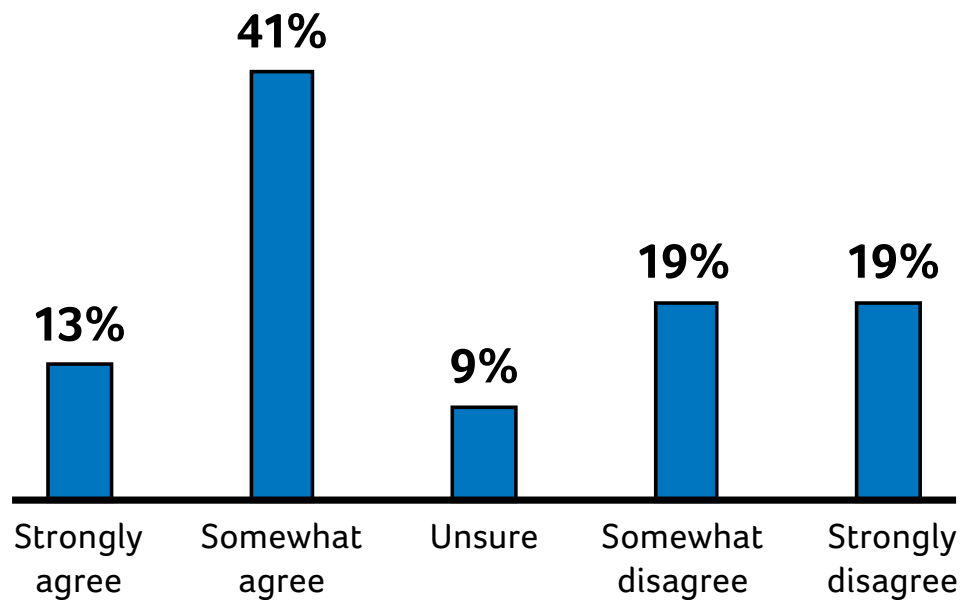
Expectation for Participant Numbers



Facilities and Spaces

Respondents were asked the extent to which they agree that “the current recreation facilities and spaces in Regina meet the needs of our organization.” Over half of respondents agreed with that statement (13% strongly agree; 41% somewhat agree).

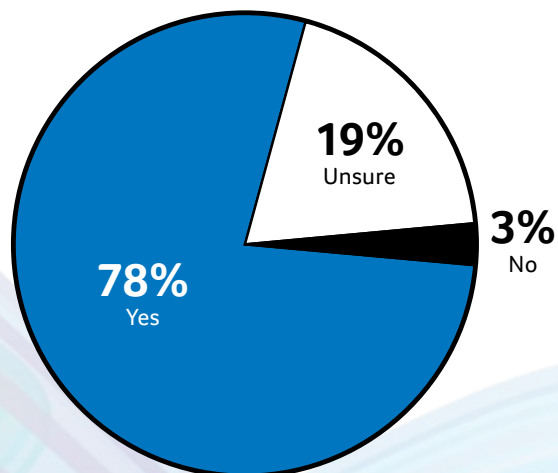
“The current recreation facilities and spaces in Regina meet the needs of our organization.”



New and Improved Recreation Spaces

Groups were then asked if there is a need for new and/or upgraded facilities or spaces (indoor and/or outdoor) to be developed in Regina. Over three-quarters (78%) of the groups responded “yes” (78%) and 19% were unsure.

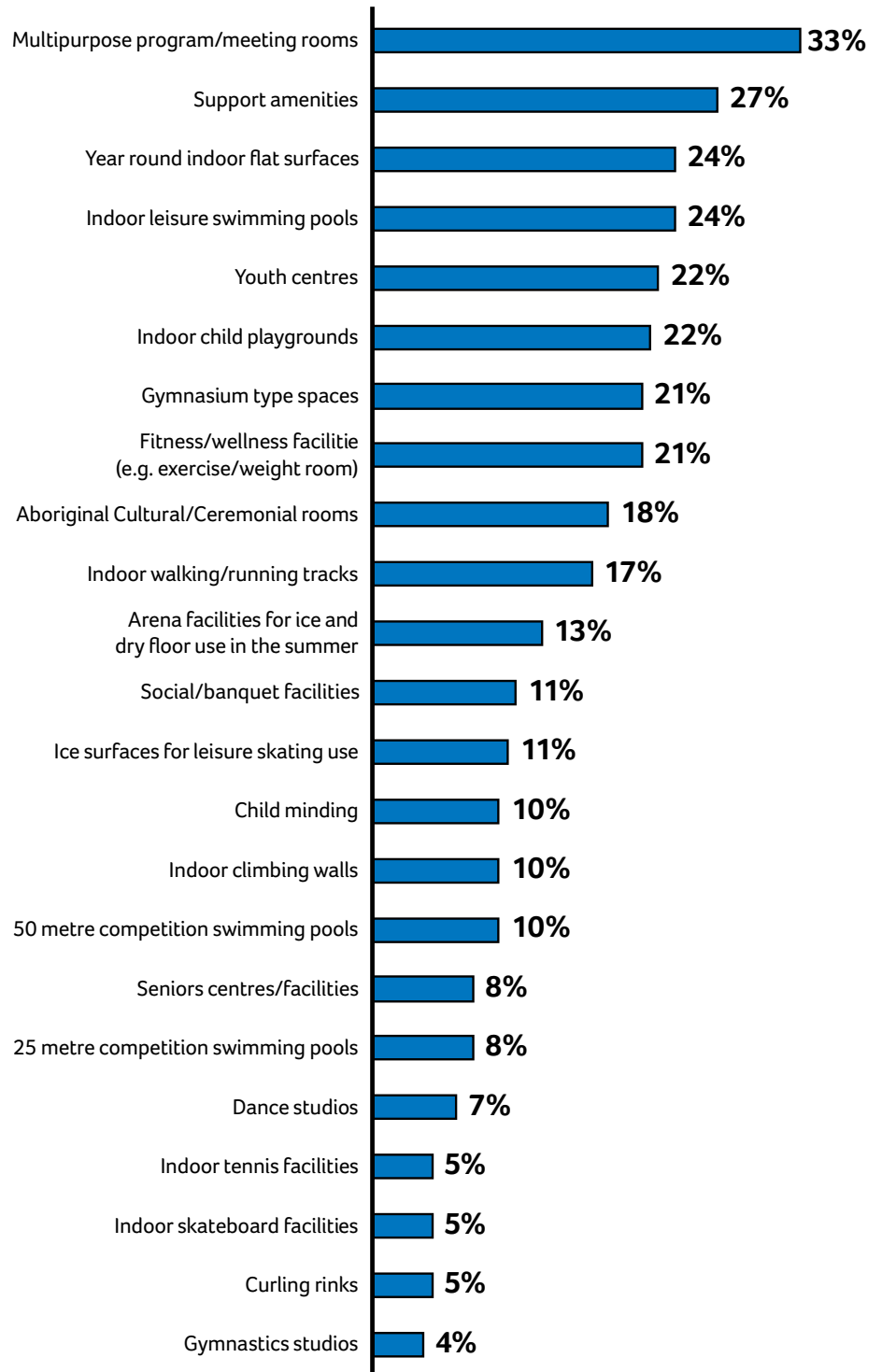
Need for New/Enhanced Recreation Facilities



Indoor Priorities

Respondents were asked to select up to five indoor recreation and leisure facilities or spaces that should be more readily available or enhanced in Regina to satisfy their organization's needs. The top 3 priorities were multipurpose program/meeting rooms (33%), support amenities (27%), and indoor leisure swimming pools (24%).

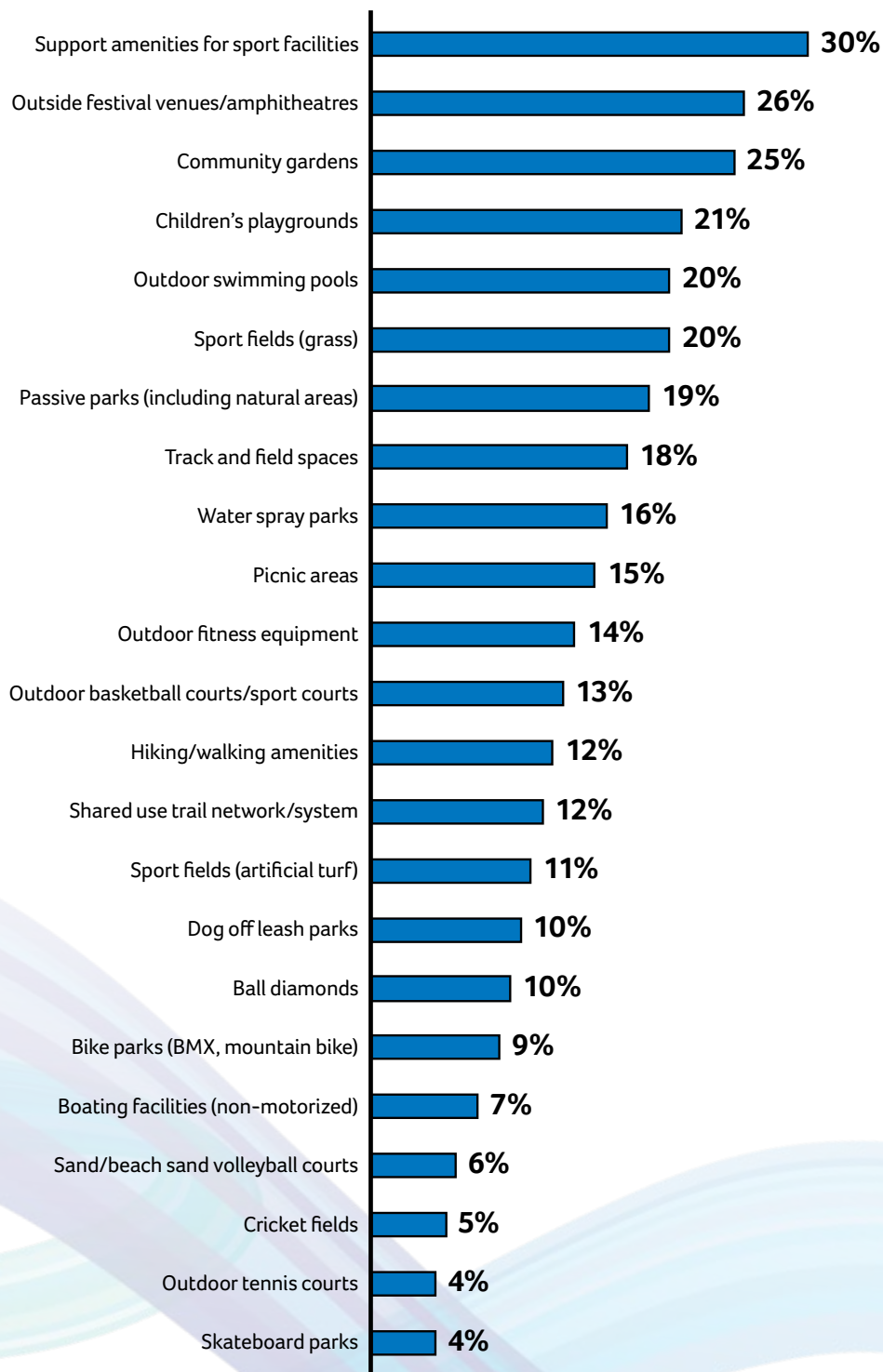
Indoor Priorities



Outdoor Priorities

The same question was then asked for outdoor spaces. Support amenities for sport facilities (such as lighting, parking, seating, washrooms) was the most common response (33%) followed by outside festival venues/ amphitheatres (26%) and community gardens (25%).

Outdoor Priorities



Challenges

Groups were asked to write in their main challenges as they deliver programs. In total, 159 respondents identified their challenges. The top challenges are a lack of quality or suitable spaces (44 mentions), difficulties in accessing certain recreation spaces (38), and a lack of recreation spaces (28). Challenges that were mentioned by at least four groups are displayed in the accompanying chart.

Challenge	Mentions
Lack of quality/suitable recreation spaces	44
Can't get access to recreation spaces	38
Lack of facilities and recreation spaces	28
Rental fees are too high	24
Lack of funding	17
Transportation is a barrier	15
Lack of volunteers	14
Difficult to promote opportunities	11
Unreliable bookings at City facilities	7
Lack of parking	6
Lack of storage space	4
Facility accessibility is an issue	4
Communication with City staff can be improved	4
Lack of meeting spaces	4

Support Needs

Considering the challenges the groups identified, the groups were then asked what the single most important action is that the City of Regina could provide to help their organization meet its programming needs. Out of the 153 comments, over one-third (53 mentions) of responses mentioned the need for new recreation facilities and spaces. Fourteen (14) comments described that the scheduling and allocation process for facility rental times should be revisited and ten (10) comments expressed the need to enhance current facilities and spaces. Recurring comment themes with three or more mentions are displayed in the chart.

Support	Mentions
Development of new recreation spaces	53
Allocation of recreation spaces	14
Enhance existing recreation spaces	10
Ensure rental rates are reasonable	9
Assistance with promotions	9
Funding support	9
Maintenance of spaces	8
Help small groups get access to spaces	6
Ensure accessibility of facilities and programs	6
Better communication between City and groups	5
Maximize partnerships	5
Increase transportation options to recreation facilities	5
Offer more programs	4
Access to storage space	3

General Comments

Finally, respondents were encouraged to provide any other comments they had relating to recreation services and opportunities in Regina. Seventy-five comments were provided covering a wide range of topics. A few of the groups appreciated the opportunity to provide feedback and are grateful to the City for its services and efforts. It was suggested that more dialogue could occur between the City and groups and that the City should play a large role in **supporting volunteer groups** that provide recreation opportunities to its residents. **Partnerships with social groups** were also encouraged as recreation is important in ensuring the social health and wellbeing of the community.

Many of the respondents reiterated their **wishes for new and enhanced facilities**. Some want multiple component recreation facilities while others called for geographic balance of spaces throughout the city. A focus on tournament hosting was brought forth, including the proper planning of facilities and amenities to support such events. It was mentioned that organizations could grow and take on more participants if it weren't for a lack of infrastructure. More pride could be placed into facilities and it was noted that other communities in the province have higher quality facilities than in Regina.

In terms of programming, a couple of the groups said that there is a need to help facilitate **opportunities for low income** children and families. Perhaps more focus on low cost and free activities. Similarly, it was mentioned that it is tough for non-profit organizations to keep program fees at a minimum if rental fees keep increasing.

Another comment suggested that there should be **healthier food options** in recreation facilities. A couple groups asked the City to justify why some activities are publicly supported while others are not. One group recognized that there are many needs in the City and they are not sure what the best approach is to paying for these needs.

Youth Survey

A survey was conducted to gather the perspective of youth in Regina. In total, 615 responses were submitted from children and youth, 95% of whom reside in the City of Regina. The majority (82%) of respondents are between the ages of 11 and 14. Thirty-two (32) schools were represented including 168 responses (30%) from Regina Christian School.

School	Percent
Regina Christian School	30%
St. Francis Community School	12%
Walker Elementary School	8%
Henry Braun Elementary School	7%
Ecole Wilfred Walker	7%
Marion McVeety Elementary School	5%
Regina Huda School	5%
Dr. A.E. Perry Elementary School	4%
Argyle Elementary School	4%
St. Jerome Elementary School	4%
Schools with less than 20 responses ^A	16%

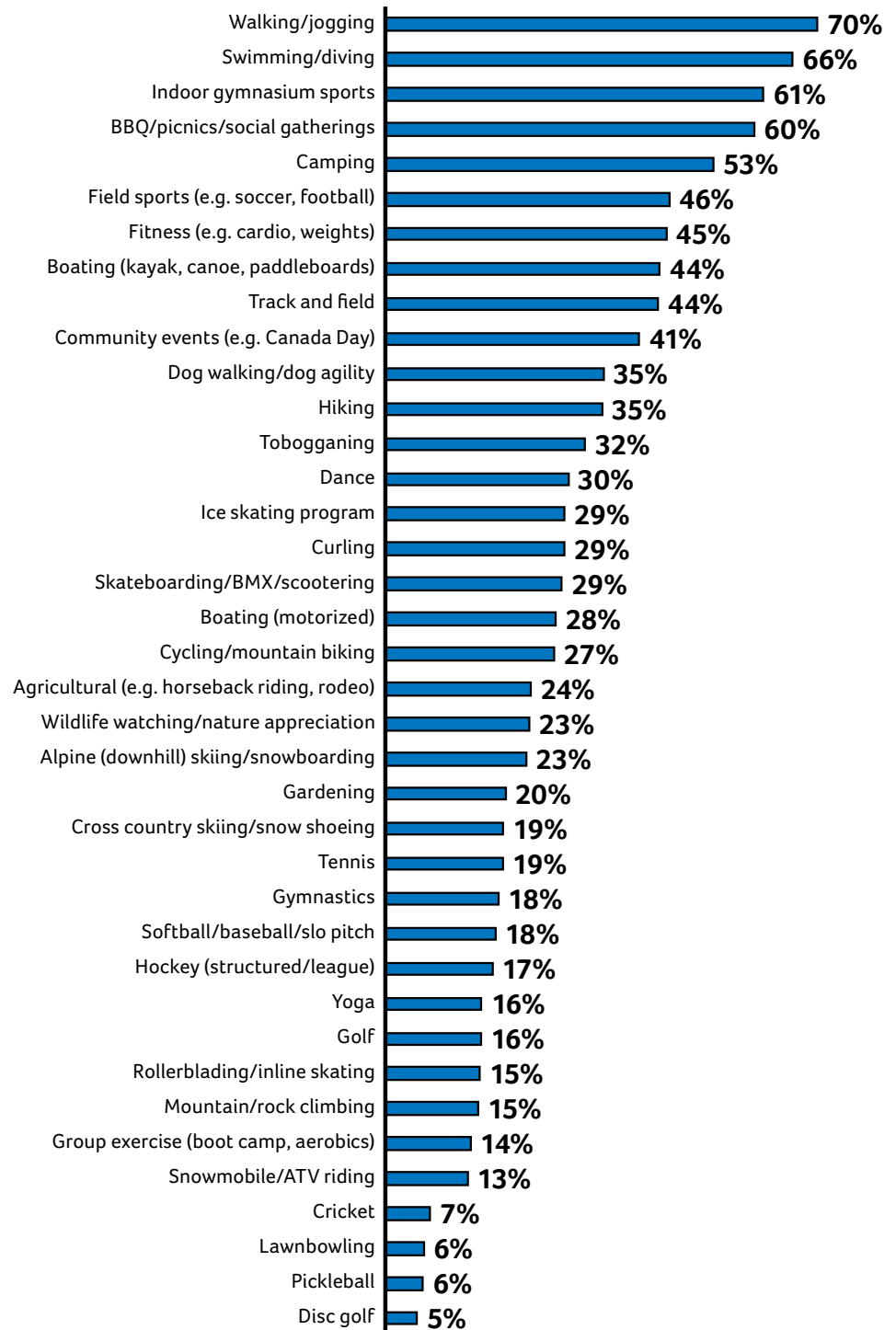
Age	Percent
9	<1%
10	3%
11	16%
12	23%
13	32%
14	12%
15	2%
16	4%
17	3%
18	3%
19+	2%

^A Seven Stones Community School; Judge Bryant Elementary School; Rainbow Youth Centre Road to Employment; Thom Collegiate; Albert Community School; Scott Collegiate; Ecole Elsie Mironuck Community School; Douglas Park Elementary School; Ecole Centennial Community School; Ethel Milliken Elementary School; George Lee Elementary School; Archbishop M.C. O'Neill Catholic High School; W.H. Ford School; Arcola Community; Balfour Collegiate; Ecole Connaught Community School; Cornwall Alternative School; Ruth Pawson School; St. Matthew School; St. Timothy School; St. Angela Merici School; St. Catherine Community School.

Recreation Participation

Respondents were asked to select all the activities they participated in over the last 12 months. The five activities participated in by over half of the respondents were walking/jogging (70%), swimming/diving (66%), indoor gymnasiums sports (61%), BBQ/picnics/social gatherings (60%), and camping (53%).

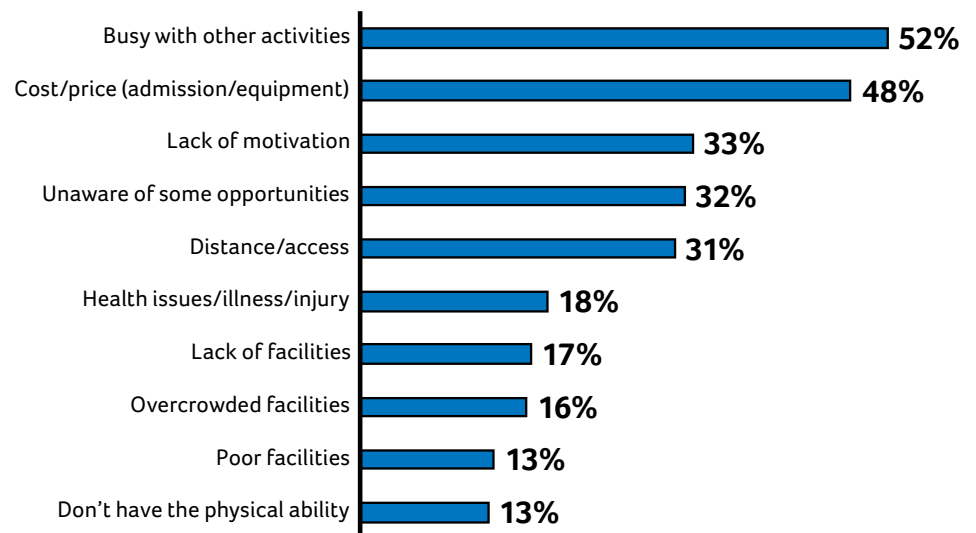
Recreation Participation



Barriers to Participation

Busy with other activities (52%) and cost/price/equipment (48%) were the top barriers to participation in recreation programs or activities. Approximately one-third of respondents believe that lack of motivation (33%), being unaware of some opportunities (32%), and distance/access (31%) are barriers to participation.

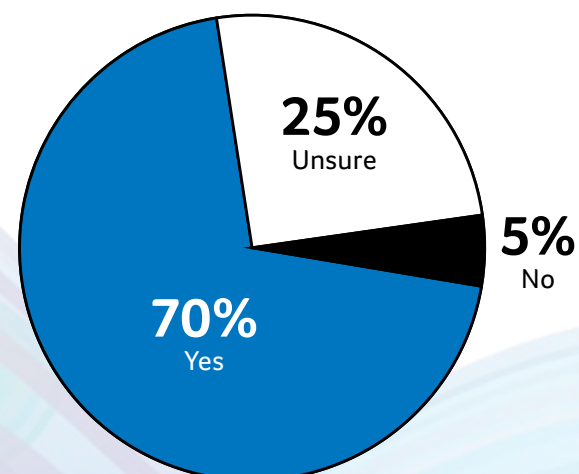
Barriers to Participation



New and Improved Recreation Spaces

Seventy percent (70%) of respondents believe that new facilities need to be built or some existing facilities need to be improved in Regina and one-quarter are unsure (25%).

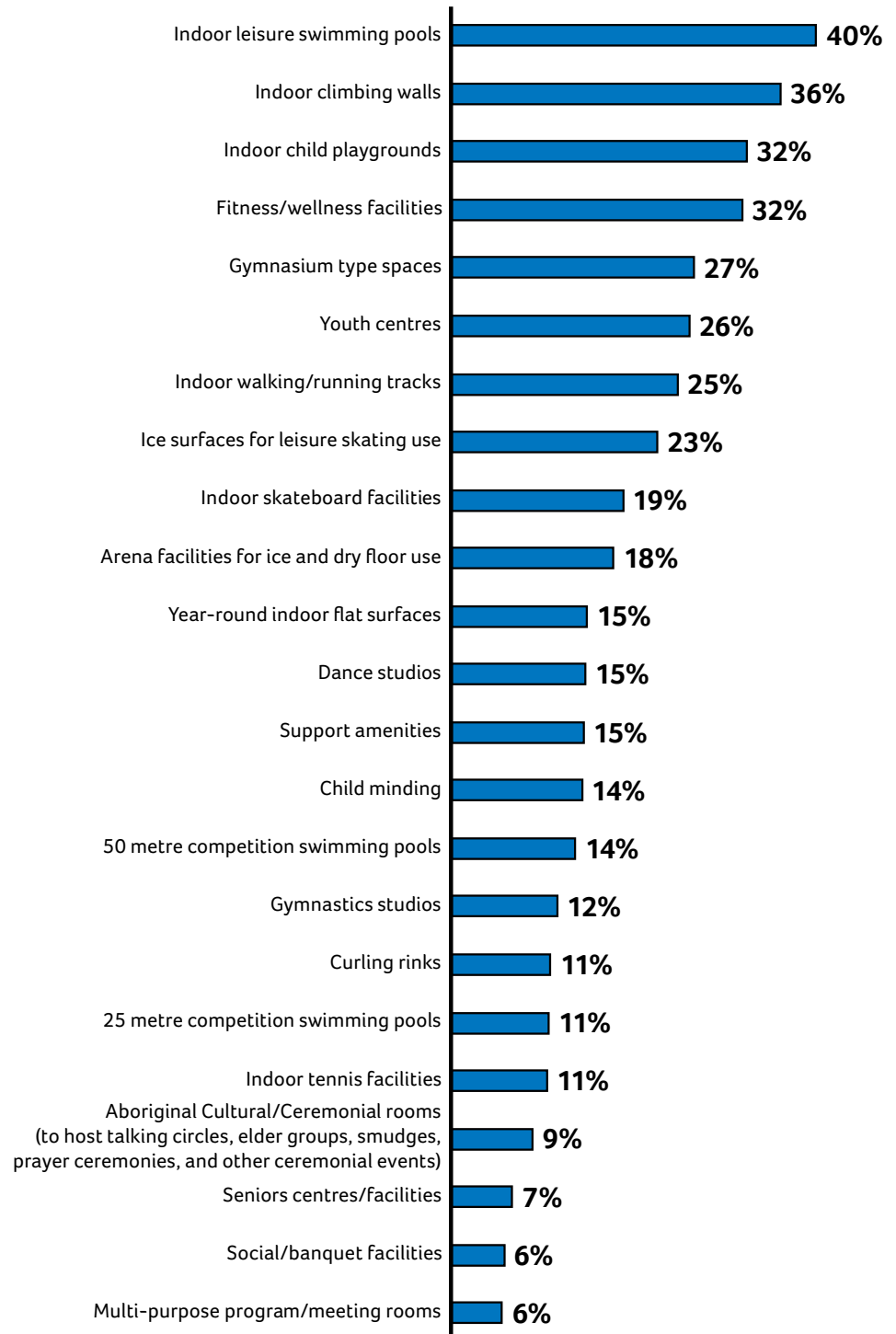
In Regina, do you think new facilities need to be built or some existing facilities need to be improved?



Indoor Priorities

The respondents who responded “yes” or “unsure” to the previous question were asked to indicate their top five indoor and outdoor priorities for recreation facilities that should be built or improved in Regina. The top indoor priorities were indoor leisure swimming pools (40%), indoor climbing walls (36%), indoor child playgrounds (32%), and fitness/wellness facilities (32%).

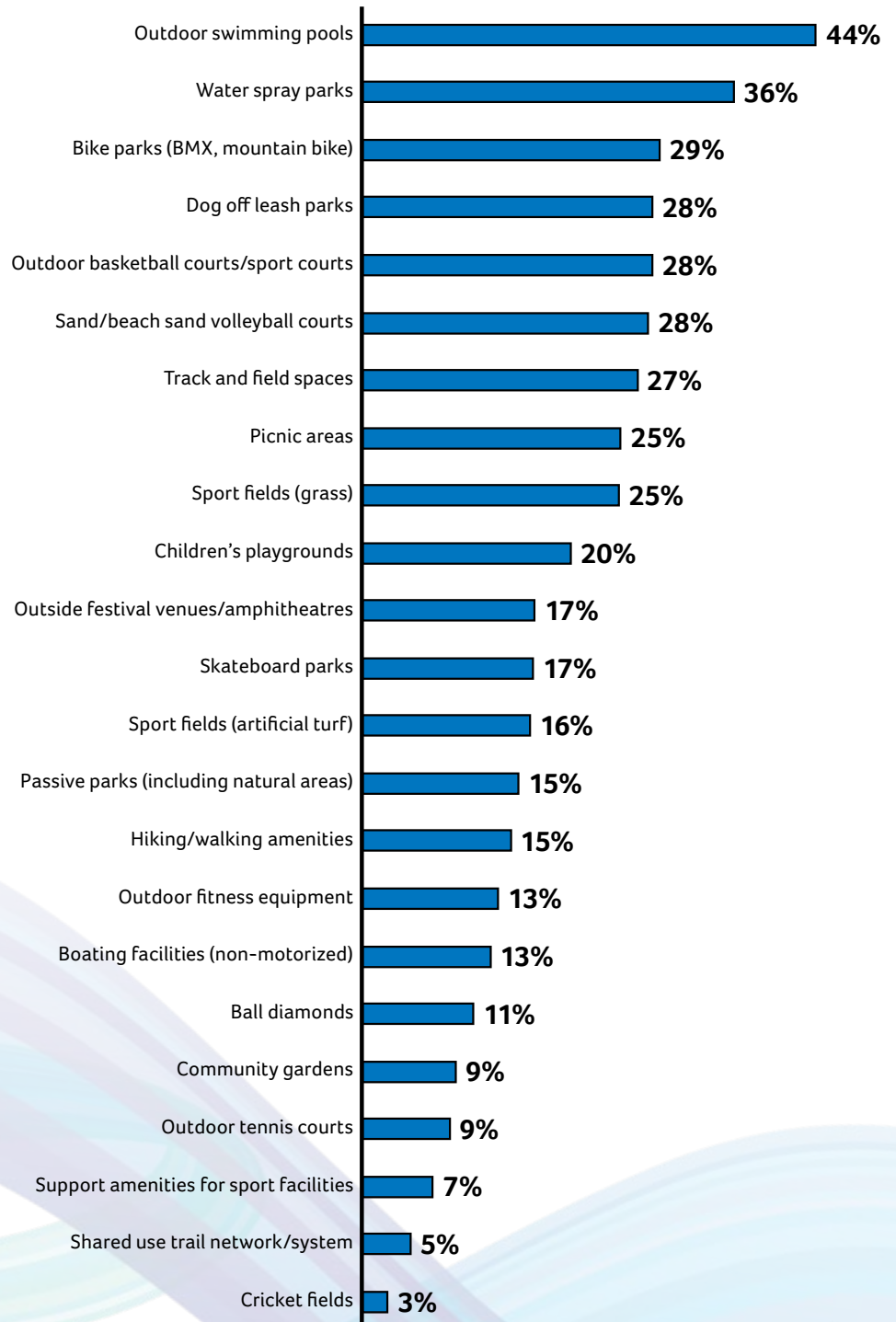
Indoor Priorities



Outdoor Priorities

For outdoor recreation spaces, outdoor swimming pools (44%) and water spray parks (36%) were indicated by over one-third of respondents. Twenty-nine percent (29%) of respondents would like to see bike parks. Please refer to the graph for the complete list.

Outdoor Priorities



Programs

Respondents were asked to list any recreation programs that they do not participate in now but would like to. Fifty (50) respondents mentioned basketball as a program they would like to participate in while forty (40) mentioned soccer. Swimming (29), volleyball (26), dance (23), and gymnastics (23) rounded off the top five wanted program types. Program types with five or more mentions are listed in the adjacent charts.

Program Type	Mentions
Basketball	50
Soccer	40
Swimming	29
Volleyball	26
Dance	23
Gymnastics	23
Football	20
Hockey	19
Skating	19
Baseball	17
Tennis	15
Agricultural	13
Badminton	13
Rock climbing	11
Softball	11
Skateboarding	10
Art	8
Curling	8
Music	8
Lacrosse	7
Martial arts	7
Track and field	7
Fitness	6
Yoga	6
Flag Football	5

General Comments

Finally, respondents were invited to provide any other comments they had regarding the future of recreation services in Regina. A majority of the comments provided reiterate their desire for a **new recreation space or program** as noted previously in the survey. Other comments included the need to **maintain current facilities better**, including **washroom cleanliness**. A need for more **affordable programs** and **community events** was mentioned. It was also suggested that there should be more **spaces for youth to hang out**, facilities should be **accessible for all** and have interesting designs, and **outdoor art displays** would be nice as well.

Stakeholder Interviews

Discussion sessions and meetings were held with local stakeholders to get a well-rounded perspective on recreation in Regina. These sessions offered a chance for stakeholders to provide input into the Master Plan process by presenting their assessments of recreation in Regina including what is working well, what challenges are being dealt with, as well as suggestions for improvements and supports to enhance recreation provision.

A broad range of community groups, organizations, and partners were invited to participate in the discussion sessions and meetings. Participants included those that provide direct recreation programming to Regina residents such as community associations, minor sports associations, adult recreation leagues, seniors' groups, and partner organizations. Advocacy groups, cultural organizations, and other public groups were invited to provide input for the Master Plan.

In total, 57 sessions were convened (one-on-one and small groups) with 132 participants representing 116 organizations. A complete list of participating stakeholders can be found in the Appendix. Themes that emanated from the discussions are presented below.

While many of those interviewed commented on the age of Regina's recreation infrastructure, it was **the condition and maintenance of those facilities** that was a point of focus. It is recognized that older facilities inherently are not in as good a condition as newer ones. However the condition of some facilities was considered in need of improvement. Specific facility types that were highlighted during the discussions included: outdoor rinks, outdoor pools, ball diamonds, and rectangular fields. The number of these facilities was regarded as generally sufficient; the condition of them generally however was not uniform and required attention. Curling clubs and track and field venues were cited. Playgrounds and spray pads received varying reviews with some saying conditions were fine. Some maintenance issues have resulted due to multiple uses of a space—this is particularly true with outdoor fields. Spontaneous, unstructured use can create wear on a field that is not consistent with a sports' use. Setting maintenance standards or communicating existing standards to user groups would help create an expectation for maintenance. In turn it would help users understand the importance of their fees in the maintenance of facilities. Some people felt that the City puts a lower emphasis on maintenance of its facilities than it should and rather expends its attention on newer spaces.

Through conversation with stakeholders several **infrastructure gaps** were identified. These included the following:

- Indoor aquatics, particularly a program, deep tank. While there were some comments about the need for more leisure aquatic spaces, it was the rectangular tank for aquatic groups that was considered the most pressing need.
- Outdoor turf fields. These fields enable more use during a set period of time—they also extend the season.
- Skateboard parks. The city had an indoor park but it was removed with the development of the new stadium. There is one privately run indoor skateboard park however another is needed. This type of venue provides space for youth with a wide variety of backgrounds. Skateboarding has been established for such a long tenure that it attracts adults as well. In particular the north central part of Regina was seen as an appropriate location. A bowl was also suggested.
- Performing arts venues. While Community Centre facilities are available for performing arts, they are not considered conducive for performances.
- Bike paths throughout Regina. This facilitates connectivity across the city and to recreation facilities.
- Spray parks. They offer great spontaneous use opportunities and require no lifeguards.
- Additional green passive space to accommodate spontaneous unstructured use. As the warehouse district grows green space is increasingly being desired by both residents and the business community.
- Group support space such as meeting space and storage
- Fenced dog off leash areas
- Large multiplex hubs—these become community gathering spaces as they draw many people in for many different activities including social gathering.

More generally, a need was expressed for recreation facilities in economically disadvantaged areas of Regina. People in these areas are typically more challenged in accessing recreational space. As such many felt it incumbent upon the City to ensure these neighbourhoods had recreational space in the neighbourhood or near enough so that transportation would not be a barrier.

When it comes to **planning for recreation spaces** there were numerous suggestions. It was felt that including user groups in the planning of space would help strengthen the relationship between the City and the groups. It would also demonstrate the challenges associated with facility development. Multiplex space can help activities promote themselves to non-participants and provide spectator opportunities. Dry land training space is a suitable companion to dedicated space. In fact looking for complementary amenities would help maximize the use of spaces (for example a climbing wall in a skatepark facility would serve a broad group with similar interests.) Facilities should be planned as well considering their abilities to attract and host events. In some instances small adjustments or amenity groupings would enable the hosting of a tournament or event.

Recreation **service provision responsibilities extend beyond the City** of Regina. In fact there are many other providers in the community. The University of Regina provides spaces and programs as does the YMCA. It is also important to understand the plans of such organizations. For example, the University of Regina is considering the development of a new arena to expand the Centre for Kinesiology Health and Sport. There are many private providers as well that offer fitness opportunities. It is important to acknowledge the broad spectrum of recreation providers in the community. In some instances the City does not have to provide a service if the marketplace has sufficient providers.

There are a number of **barriers that impact the ability of some residents to access recreational opportunities**. These include transportation barriers. These could be addressed by enhancing the trail system, by recognizing that people want to access opportunities using non motorized means, and by considering facility provision in light of established public transportation networks. It also suggests that transportation and recreation planning can and should occur simultaneously. Cost was identified as a barrier. While there are programs in place to help address affordability, some felt the City has an obligation to provide recreation to the most economically disadvantaged. Culture and language is a barrier as well. Some of this is obvious such as with promotions in an unfamiliar language. Other times it is more subtle with a lack of cultural understanding or even a lack of a strong welcome.

Neighbourhood level recreation opportunities was considered important. Providing recreation opportunities close to people's homes is seen as important. For one it helps mitigate any transportation barriers that may exist. For another it helps strengthen a community as people are recreating in the areas in which they live. Neighbourhood needs include parks and pathways, tree canopies, and playgrounds amongst other things. The need for outdoor rink space and community program spaces was seen as important. In fact it was suggested that each neighbourhood have an identified list of amenities. The role of the community association was championed as well. Efforts to support and strengthen these valuable community building, recreation delivering, volunteer driven organizations are needed.

As the city becomes more diverse and customers present a broad array of needs and challenges, it is important for the City to **ensure staff are continually and appropriately trained**. This would include knowing how to deal with patrons with special needs. It would help staff work with those from many different cultures including the Indigenous community. And it would help staff effectively and sensitively deal with issues of gender that are becoming more commonplace.

Continued and enhanced promotion of the benefits of recreation, the opportunities to recreate, and healthy lifestyles is needed. The Leisure Guide was recognized as a valuable resource but a greater and more effective presence online would be beneficial. Effective communication should also consider the audience. As such if a particular group or segment is the desired audience for a message than consideration is needed to the most effective messaging and channel. Specific promotional efforts are needed for both newcomers to the community as well as those in the Indigenous community. The offering of healthy food choices in City facilities would not only provide healthy choices but it would also communicate the importance of a healthy lifestyle.

Meeting attendees opined about **recreational programming**. They commented that programming needed to be affordable to "knock down" financial barriers. Programming needs to be accessible considering all barriers from physical accessibility to scheduling and so on. Some also suggested that the City's role in programming is to provide introductory level programming and those that focus on physical literacy. The Long-Term Athlete Development (LTAD) model should be utilized with a focus on Active Start and FUNdamental stages. It was further discussed that there are many in the community

who can provide more advanced programming therefore the City should stick with the introductory levels. In terms of direct programming ideas for the City suggestions included: youth and the arts; youth leadership; career programming; activities that reflect the interests of newcomers; healthy lifestyles.

An **improvement to some City processes** was suggested. Some challenges were identified with the booking of facilities. Challenges with communication between the City and user groups as well as within the City itself presented difficulties for user groups to book facilities. The process to the users groups did not always appear to be efficient nor effective. A lack of confidence was expressed by some meeting attendees in the processes to access facilities. Group representatives spoke of the impacts on regular programming and tournament hosting. In addition some occasions were described during which space was unoccupied yet it was unavailable for booking. Improved processes, communications, and transparency was sought. Related was the notion that the allocation of space favoured some groups over others. A level of confusion was apparent. Enhanced communication between the City and its user groups would help ameliorate these issues.

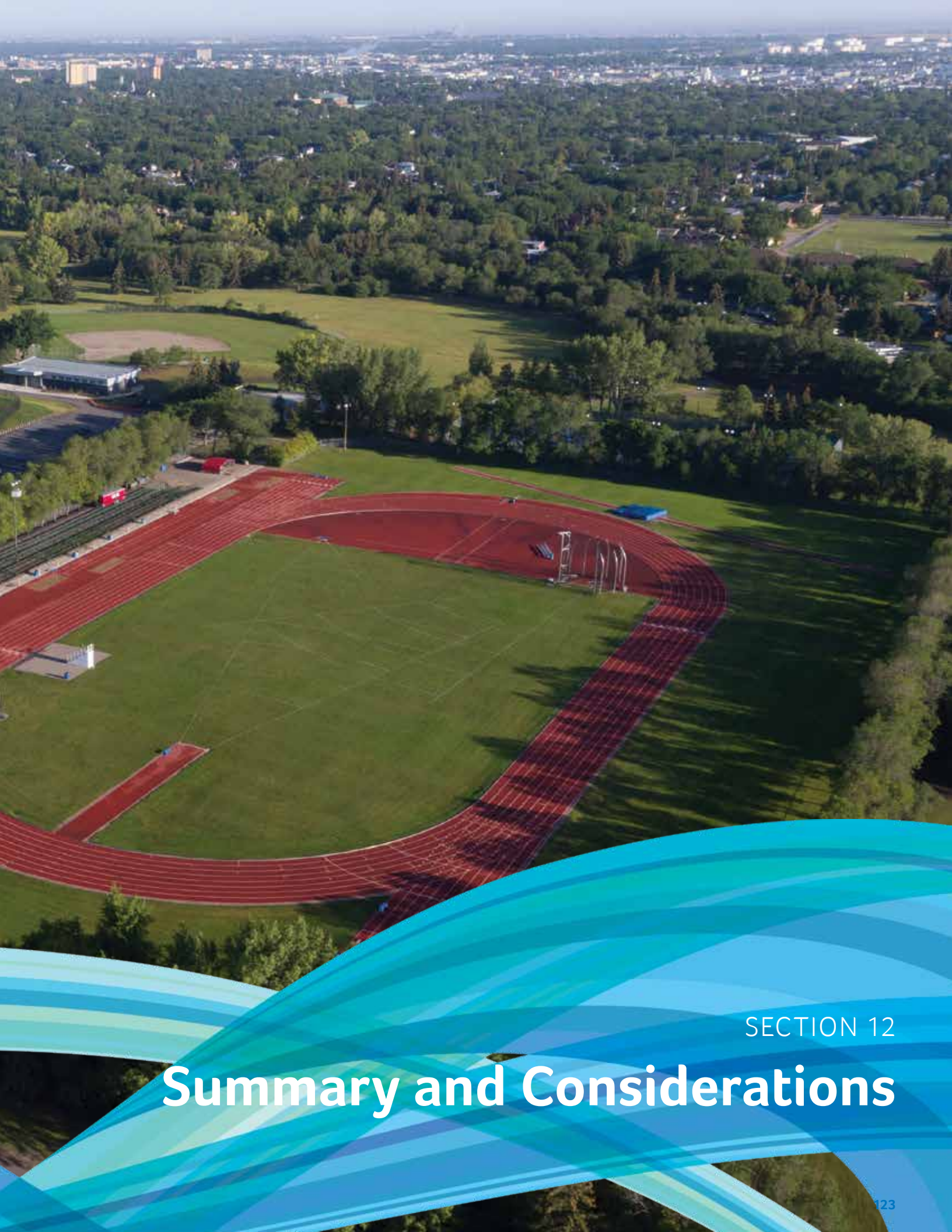
Communication improvements between the City and other volunteer organizations were suggested. While the City values the work of these organizations in delivering services to its residents, it is not always apparent. There is a level of misunderstanding about how the City makes some of its decisions including funding. These comments are not to suggest that there is a distrust of the City however greater and more open communication would help strengthen the relationship groups have with the City and would bolster existing partnerships.

Some meeting attendees felt that the City of Regina was well positioned to **assume a leadership role**, to be a true champion and advocate for recreation that could be emulated by others in the province. Linking the National Recreation Framework to programming was one way to do this. As well the City could influence the Saskatchewan Urban Municipalities Association to take a stance to support the enhancement of recreation and wellness in a community.

Greater support to community and volunteer groups would be welcome. Volunteer groups are a significant player in the delivery of recreation in Regina. While these groups generally function quite well even with a lack of resources in some instances, some felt it important that the City provide greater supports than it currently does. From assisting groups in securing suitable program and support spaces to recognizing and championing volunteer groups, the City has the ability to help volunteer organizations be sustainable. In fact some groups are better positioned to serve segments of the city than even the City is able to do. As such support for these groups can significantly leverage the resources of the City in providing recreational and community building programs to segments of the community. Other specific supports include: promoting activities through City communication channels; providing templates for communication tools; sharing information on demographics; assist with strategic and business planning; and providing training on grant writing, board development, and best practices.







SECTION 12

Summary and Considerations

SECTION 12

Summary and Considerations

The intention of the State of Recreation research report is to outline information about trends, existing facilities and spaces, resident and stakeholder preferences and other data to set the planning context for a City of Regina Recreation Master. In general, the following statements summarize overall research findings.

- Recreation is important and key to success of the City; there is a need to articulate the benefits and strategic alignment further.
- Recreation opportunities in the City are a product of the public, non-profit and private sectors; Partnerships between the City and other groups will be key moving forward.
- Volunteers are integral to many aspects of recreation in the City; there may be ways to bolster volunteerism.
- Residents experience barriers to participation; more benefit could be achieved through current investment and efforts related to recreation services and facilities.
- Recreation facilities (indoor and outdoor) are aging and decisions will need to be made about sustaining, repurposing, or decommissioning service levels.
- Demands for new or enhanced facilities and spaces are emerging but the City cannot afford to meet all demands.

Aside from these high level, overarching findings, the following summary statements have been taken from each section of the report. It is important to note that these statements, as well as other more detailed information throughout this report, will feed into the actual Recreation Master Plan in the initial development of the Plan and as it is being implemented.

Benefits of Recreation

- Recreation is essential to personal health and wellbeing.
- Recreation builds strong families and healthy communities.
- Green spaces are essential to environmental and ecological wellbeing.

Community Profile

- The city's population continues to grow. The 2016 census identifies a population of 215,106 residents which is an 11.4% increase from 2011.
- By 2031, it is possible that the City of Regina could be serving over 300,000 residents.
- The City is a regional hub serving a CMA population of 236,481.
- 8,020 new Canadians moved to Regina from 2006 – 2011.
- Nearly 10% of Regina's population identifies as Indigenous (2011).
- The City is split into 5 Recreation Zones and 27/30 Community Associations.
- Community Association populations range from 675 to 28,485.

Background Review

- The Vision for the City of Regina is: Regina will be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.
- The City has a number of planning documents already approved and being implemented that build support and justification for recreation services and are relevant when contemplating future recreation services.
- There are also provincial and national planning influences that need to be considered such as the National Framework for Recreation and the Canadian Sport for Life movement.
- The renewed definition of Recreation: Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing (A Framework for Recreation in Canada).

Facility Inventory

- Regina's recreation spaces are aging as they have an average age of 37 years.
- The replacement value of the City's recreation facilities is over \$199 million; modernized replacement value is likely beyond \$377 million.
- The City invests over \$8 million annually to operate recreation facilities.
- The average age of the five outdoor swimming pools is 64 years. Of the five pools, useful life expectancy ranges from 1 – 5 years.

Facility Utilization

- From 2013 to 2017, monthly/yearly leisure pass purchases have dropped by 21%, this trend is especially seen from young adults.
- Prime Ice utilization at City-operated facilities is approximately 67% which suggests that these ice arenas are underutilized.
- The number of total indoor swims has remained relatively stable over the past seven years with an average of 577,333 swims from 2011 to 2017.
- There were over 95,000 visits (total) to the City's five outdoor pools in 2017, 33,179 of which were free drop-in visits.
- Excess demand exists for swim lessons (wait lists).

Program Review

- The City directly and indirectly delivers a variety of recreation programs. Unaffiliated recreation opportunities that are provided without any formal City support are also available to residents.
- Introductory and recreational sport, aquatic safety, and arts and culture programs are available for each age category via direct delivery.
- There are no directly delivered nature interpretation/ outdoor education programs.

Partnership Review

- The City relies on partnerships to deliver recreation opportunities to residents.
- Partnership agreements in place include, but are not limited to, facility lease agreements, operating agreements, and joint-use agreements.
- Some facilities are accessible through operating authority (e.g. RSA controls access to Credit Union EventPlex turf) .
- Limited formal process/policy in place to guide the selection and development of partnerships
- Key partners include, but are not limited to: Community Associations, Regina Exhibition Association, Provincial Capital Commission, school boards, community groups, sport organizations, Government of Saskatchewan, SPRA.
- Some groups (e.g. YMCA, curling clubs, skateboard association) have expressed an interest in partnering with the City.

Trends

- Unstructured/spontaneous recreation activities are among the most popular activities (e.g. walking, bicycling, drop-in sports).
- Recreation is important to residents of Saskatchewan.
- ParticipACTION assigned a D-rating for "overall physical activity" of youth and children in Canada.
- Aging infrastructure is a concern Canada-wide. Compared to other municipal infrastructure types, sport and recreation facilities are in the worst state.
- Partnerships with non-profit, private and public sector organizations are key to providing publicly accessible recreation opportunities.
- Volunteers are vital components of the recreation delivery system and volunteerism is changing.

Leading Practices

- Partnership frameworks are used to guide the development and accountability of partnership in a formalized process.
- In most cases, both financial and non-financial supports are provided by municipalities to neighbourhood community associations. Non-financial supports include assistance with strategic planning sessions and templates, with promotions and marketing, volunteer recognition and recruitment, training opportunities, and networking opportunities.
- Regina provides proportionately more indoor ice sheets per capita than comparable cities and less indoor aquatics centres.

Consultation

- The most utilized recreation spaces among residents are spontaneous outdoor assets (walking/running trails and pathways, passive parks, City Square Plaza/Victoria Park, playgrounds).
- Lack of quality spaces and not being able to get access to spaces are the top challenges for community groups.
- Among youth, leisure pools and outdoor swimming pools were the top indoor and outdoor needs respectively.







Regina.ca

January 17, 2019

To: Members
Community & Protective Services Committee

Re: Maple Leaf and Wascana Pools

RECOMMENDATION

1. That the Executive Director, City Planning & Community Development or designate be authorized to award and enter into a contract with the highest ranked proponent(s) from a public procurement process to engage consulting and professional services over \$750,000 to support the design of Maple Leaf and Wascana Pools.
2. That Administration, through the 2020 budget process, bring forward a financing plan for the construction of Maple Leaf and Wascana Pools.
3. That the City Clerk be authorized to execute the contract with the highest ranked proponent for consulting and professional services to support the design of Maple Leaf and Wascana pools, upon review and approval from the City Solicitor.
4. That this report be forwarded to the January 28, 2019 meeting of City Council for approval.

CONCLUSION

Administration has shared information with Council on the general approach to the Maple Leaf Pool Reconstruction and the Replacement of Wascana Pool projects and the development of programming for the Heritage neighbourhood during the pool construction phase. In order to move forward with Council's decisions, Administration recommends Council's approval to proceed with the procurement of a qualified consultant for the design of the Wascana and Maple Leaf Pool projects.

BACKGROUND

The City of Regina (City) currently has 5 outdoor pools that provide sport, recreation, fitness and learn to swim opportunities for the public. These pools were built between 1946 and 1962, resulting in an average age of 64 years. In 2018 outdoor pools emerged as an urgent priority, as Maple Leaf Pool could no longer be opened for the 2019 season, due to condition and age. It was also determined that due to the condition and age of Wascana Pool it could no longer be operated past the end of the 2019 season. This information was shared with Council as part of the 2019 budget process and this report considers next steps based on Council decisions.

DISCUSSION

Through the 2019 budget process Council made a decision to replace Maple Leaf Pool, provide additional summer programming in the Heritage neighbourhood to help fill the gap left by the pool closure and to consult with the community on the replacement of Wascana Pool. The following table outlines general timing and Administration's approach to these three projects.

Year/Quarter	Heritage Neighbourhood Programming Options	Maple Leaf Pool Project	Wascana Pool Project
2019 Q1	<ul style="list-style-type: none"> • Consultation with Heritage Community Association regarding potential program models and transit/transportation options to provide access to other pools. • Consult with Heritage community 	<ul style="list-style-type: none"> • Secure consultant for Maple Leaf and Wascana Pools Projects • Project start-up meeting 	<ul style="list-style-type: none"> • Secure consultant for Maple Leaf and Wascana Pools Projects • Project start-up meeting
2019 Q2	<ul style="list-style-type: none"> • Consultation with community continued • Finalization of program planning • Communication with community regarding programs • Potential program start-up 	<ul style="list-style-type: none"> • Infrastructure analysis and industry best practice information • Preparation of conceptual design and project costing • Community and stakeholder consultation • Demolition begins 	<ul style="list-style-type: none"> • Infrastructure analysis and industry best practice information • Community, user and stakeholder consultation • Preparation of conceptual design commences • Wascana Pool opens
2019 Q3	<ul style="list-style-type: none"> • Program operational 	<ul style="list-style-type: none"> • Demolition complete • Detailed design and tender package prepared 	<ul style="list-style-type: none"> • Wascana Pool operational • Demolition begins at the end of the 2019 outdoor pool season
2019 Q4	<ul style="list-style-type: none"> • Program evaluation and consultation with Heritage Community Association 	<ul style="list-style-type: none"> • Financing plan to Council as part of 2020 budget process • Construction tender released and awarded 	<ul style="list-style-type: none"> • Demolition complete • Conceptual design and costing complete • Financing plan to Council as part of 2020 budget process
2020 Q1	<ul style="list-style-type: none"> • Implement program changes, if required 	<ul style="list-style-type: none"> • Construction begins 	<ul style="list-style-type: none"> • Detailed design and tender package prepared
2020 Q2	<ul style="list-style-type: none"> • Depending on program – potential start-up 	<ul style="list-style-type: none"> • Construction continues 	<ul style="list-style-type: none"> • Construction tender released and awarded
2020 Q3	<ul style="list-style-type: none"> • Program operational 	<ul style="list-style-type: none"> • Commissioning and Opening (TBD) 	<ul style="list-style-type: none"> • Construction begins
2020 Q4	<ul style="list-style-type: none"> • Program evaluation and consultation with Heritage Community Association regarding future programming 		<ul style="list-style-type: none"> • Construction continues
2021 Q3	<ul style="list-style-type: none"> • Potential program continuation 		<ul style="list-style-type: none"> • Commissioning and Opening (TBD)

In order to complete these projects within the time frame presented above, Administration is requesting Council's approval to initiate and award a Request for Proposal to hire a consulting team to complete the consultation, concept planning, detailed design and tender package development and potential construction contract management of the Maple Leaf and Wascana Pools projects.

RECOMMENDATION IMPLICATIONS

Financial Implications

On December 10, 2018 City Council considered Item CM18-15: 2019 General and Utility Operating and 2019 – 2023 General and Utility Capital Plan. As part of this, Council approved the following:

1. To allocate \$1.5 million from the 2019 General Capital Budget to decommission the existing Maple Leaf and Wascana Pools and to engage a consultant to design the replacement facilities; and
2. That Administration bring back a funding mechanism in early 2019 that will support Maple Leaf Pool.

Administration has prepared a project plan for the design and construction of Maple Leaf and Wascana Pools. Funding is currently in place to complete the required work in 2019. Therefore, Administration will bring a fulsome financing plan for Councils consideration as part of the 2020 budget process.

Environmental Implications

An environmental assessment and impact study will be conducted and environmentally efficient and sustainable options will be considered through the design process.

Policy and/or Strategic Implications

Council's decisions related to Maple Leaf and Wascana Pools support the *Design Regina: The Official Community Plan Bylaw No. 2013-48* community priority to develop complete neighbourhoods.

Other Implications

There are no other implications related to this report.

Accessibility Implications

Accessibility will be a consideration with programs developed in consultation with the community. It will also be a consideration as part of the design for both Maple Leaf and Wascana Pools.

COMMUNICATIONS

The Parks, Recreation and Cultural Services Department is working with the Citizen Experience Department to develop a communications plan for all three projects included in this report.

DELEGATED AUTHORITY

City Council approval is required for the recommendations contained within this report.

Respectfully submitted,

A handwritten signature in blue ink, reading "Laurie Shalley".

Laurie Shalley, Director
Parks, Recreation & Cultural Services

Respectfully submitted,

A handwritten signature in blue ink, reading "Diana Hawryluk".

Diana Hawryluk, Executive Director
City Planning & Community Development

Report prepared by: Janine Daradich, Manager, Recreation Planning & Partnerships

January 17, 2019

To: Members
Community & Protective Services Committee

Re: Front Yard Parking - Amendment to the Regina Community Standards Bylaw

RECOMMENDATION

1. That an amendment to *The Regina Community Standards Bylaw* No. 2016-2 to establish an offence for parking on any area of the front yard that is not a driveway, as further detailed in this report be approved.
2. That a housekeeping amendment to *The Regina Community Standards Bylaw* No. 2016-2 respecting the definitions in clauses 3(d) and (g) to correct a drafting inconsistency be approved.
3. That the City Solicitor be directed to prepare the necessary bylaw amendment.
4. That this report be forwarded to the January 28, 2019 meeting of City Council for approval.

CONCLUSION

It is recommended that Council approve a bylaw amendment to *The Regina Community Standards Bylaw* to create an offence for a property owner to allow parking of cars outside of the driveway area. The provisions proposed for *The Regina Community Standards Bylaw* do not impose new rules on homeowners with respect to driveway development which are currently set out in the *Regina Zoning Bylaw* No. 9250. An escalating fine amount consistent with other offences under this Bylaw is recommended to start at \$250.00.

BACKGROUND

In response to concerns brought forward by residents, Council has requested further options for enforcement and compliance measures regarding parking in front yards outside of the driveway area. The current provisions of *Regina Zoning Bylaw* No. 9250 require onsite parking to be provided only in a legal parking space or driveway and are enforced pursuant to the powers provided in *Regina Zoning Bylaw* No. 9250 and *The Planning and Development Act, 2007*. Neither the Act nor bylaw provide for ticketing or give the City the authority to remedy the contravention in the event an order is not complied with.

Current Statistics

The City receives approximately 300 complaints per year regarding the various provisions in *Regina Zoning Bylaw* No. 9250 related to front yard parking (front yard parking requirements set out in

Appendix A). These statistics include not only vehicles parked outside of a driveway but also complaints regarding driveway development.

Of these complaints approximately 40 per cent of the inspections reveal no violation and 50 per cent are resolved voluntarily following a handwritten notice left at the property by Bylaw Enforcement Officers. In the remaining 10 per cent of cases further enforcement action is required. Further enforcement action may include laying a charge against the property owner or a written order can be issued requiring that the contravention be corrected (or both). If the person fails to comply with the direction in the order, *The Planning and Development Act, 2007* provides that a development officer may apply to the Court of Queen's Bench to further order the person to comply.

In 2018, Bylaw Enforcement received 287 complaints regarding front yard parking (including driveway development and permit issues). Voluntary compliance was achieved in 149 of these cases. In 110 of the cases, an inspection revealed no violation. In the remaining 28 cases further enforcement action was required or is currently being pursued. In both 2017 and 2018, 14 orders were issued, resulting in compliance in 9 of the cases. Appeals were filed in four cases each year.

Jurisdictional Comparison

Both Saskatoon and Moose Jaw address front yard parking through their land use bylaw and use similar enforcement mechanisms to the City of Regina.

DISCUSSION

The primary concern that the City hears from residents regarding front yard parking is that it creates unsightly property, deterioration of neighbourhood conditions and is seen as a nuisance condition. The City's current regulation of front yard parking is through the land use provisions in the *Regina Zoning Bylaw No. 9250*. It is recommended that new provisions regarding front yard parking be included in *The Regina Community Standards Bylaw* which is intended to address unsightly and nuisance conditions on private property. The enforcement process and mechanisms used under *The Regina Community Standards Bylaw* provide for ticketing as well as the ability to remedy the contravention if an owner fails to comply with an order (as per *The Cities Act*).

Bylaw Amendment

The Administration is recommending that an offence described as follows be added to *The Regina Community Standards Bylaw*:

Vehicles in Front Yard

11.1 Notwithstanding the generality of section 5, no person shall suffer, cause or permit all or part of any vehicle to be kept on any land between the front of a residential building and a street, and for a corner lot, the side of a residential building and a street, except where the entire vehicle is located on and over a hard surface driveway or parking pad.

“driveway” a private right-of-way abutting and providing access for vehicles from a street, boulevard, curb, or sidewalk to a carport, garage or hard surface parking pad located on the same lot.

“hard surface” means a durable hard surface of asphalt, concrete, brick or other similar material excluding gravel, slag or similar material.

The provisions proposed for *The Community Standards Bylaw* are consistent with the provisions of *Regina Zoning Bylaw No. 9250* in terms of driveway surface requirements. The recommended provision is not intended to impose new development or land use requirements on property owners.

Enforcement Process

The current enforcement process will be improved by adding the option to ticket the property owner and by allowing the City to take action to remedy the contravention if the order is not complied with. Following approval of the Bylaw amendment the Administration would first undertake public education related to the new enforcement measures. Bylaw Enforcement would implement enforcement measures consistent with the process used in other nuisance matters. This process would be complaint based and would entail:

Step 1. Inspection and if violation is found issue a notice describing the violation, process to comply, deadline to comply, failing to comply repercussions.

- To date this step has been effective; current enforcement sees only about 10 per cent of cases requiring further enforcement after receipt of the notice.

Step 2. Second Inspection. If violation continues issue order and ticket.

- Both ticket and order would be issued at this stage because offence is continuing despite warning notice being given.
- Order requires a 15 day appeal period pursuant to *The Cities Act* if the City wishes to recover costs of remedial action it takes.

Step 3. Third Inspection on 16th day after order issued. If violation continues vehicles may be towed to the City of Regina impound lot.

Related Bylaw Requirements

Regina Zoning Bylaw No. 9250 provisions relevant to front yard parking are more onerous and detailed than those proposed for *The Regina Community Standards Bylaw*. These remaining matters relate more specifically to land use and development. It is unlikely that enforcement action would be undertaken under both bylaws at the same time. Compliance with *The Regina Community Standards Bylaw* will not necessarily mean that compliance with the more detailed provisions of *Regina Zoning Bylaw No. 9250* has been achieved. Issues of driveways in a location not permitted or without a permit will continue to be addressed through *Regina Zoning Bylaw No. 9250*.

Housekeeping Amendment

Administration recommends housekeeping amendments to the definitions in clause 3(d) and 3(g) (“incomplete structure” and “nuisance” respectively) to add the wording “building” before the word “structure” for clarity and consistency of drafting language. The definition of incomplete building or structure remains the same as the definition of incomplete structure. There are no changes to the substance of those provisions.

RECOMMENDATION IMPLICATIONS

Financial Implications

The public awareness and education campaign will have costs associated; however, those will be absorbed within current budgets.

To ensure current enforcement actions are not compromised, additional staffing resources are required to establish enhanced options to enforce parking on any area of the front yard that is not a driveway and would need to be included as part of the 2020 budget process. Resources are required due to increased inspection frequency, attendance in court, and the issuance and tracking of tickets. As voluntary compliance has historically been high upon investigating the complaints, revenue generated through the ticketing option is not expected to offset operational costs.

Environmental Implications

None with respect to this report

Policy and/or Strategic Implications

The Regina Community Standards Bylaw is intended to address unsightly and nuisance conditions on private property.

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

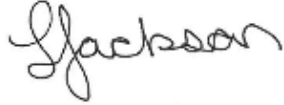
COMMUNICATIONS

Prior to implementation, Administration will develop an information and awareness component to inform residents of the Bylaw amendment, parking allowances, restrictions and enforcement procedures prior to potential ticketing or other potential measures.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

A handwritten signature in black ink that reads "Jackson".

Layne Jackson, Director,
Fire and Protective Services

Respectfully submitted,

A handwritten signature in blue ink that reads "Byron Werry".

Byron Werry,
City Solicitor

APPENDIX A

Regina Zoning Bylaw No. 9250

Chapter 14. Parking and Loading Regulations

4.1 Location

- (1) The parking area shall be provided on the same lot as the user it serves,
- (2) Vehicles parked on site shall be parked in approved parking spaces or on a legal driveway leading up to a garage, carport or legal parking pad located on site,
- (3) Parking is not permitted on any required landscape area.

4.3 Regulation for Residential Parking

...

- (2) Where the parking area for a development containing four or fewer dwelling units is accessed from a street, the parking area, including the driveway, shall have a durable, dust free hard surface of asphalt, concrete, brick, or other similar material excluding gravel or slag.

4.5 Front Yard Parking

- (1) Front yard parking shall be permitted on a lot that:
 - (a) has an attached garage with access provided from the front yard; or
 - (b) has a detached garage, a carport or a parking pad located in the side or rear yard, with access from the front yard to the rear or side yard.
 - (c) has no alley access and insufficient room to provide access from the front yard to the rear or side yards.
- (2) Where a lot meets the criteria of clause (1), the number of spaces that may be located in the front yard is limited to the capacity of the garage, carport or parking pad, or two spaces, whichever is greater.
- (3) Except for a Bed and Breakfast Homestay and Supportive Living Home, vehicles parked in tandem shall be considered to constitute one required parking space.
- (4) Each parking space which is located entirely or in part in the front yard shall not exceed 22 square metres in area.
- (5) Notwithstanding subsection (1):
 - (a) no parking shall be permitted in the front yard of an apartment building; and
 - (b) no parking of any Class A or C motor home, any travel trailer, fifth wheel trailer, boat or any similar vehicle shall be permitted in the front yard from November 1 to April 1, inclusive.